BUILDING A FUTURE-FIT WORKFORCE
RESKILLING AND RETHINKING WORK

Understand how organisations can develop a workforce that's flexible, adaptable and fit for the future with these Post Meeting Notes sponsored by CRF partner **Manpower**.

CRF members gathered in-person and online on 21 September 2021 to explore: the global context for rethinking work, CRF's leading research on building a future-fit workforce, frameworks for redesigning jobs, and two organisational case studies of reskilling and upskilling. These Post Meeting Notes give a summary of the day's insights including speaker videos and links to further resources.

ACCESS THE RESEARCH REPORT HERE:

▶ **WATCH A 30-MINUTE BRIEFING ON THE RESEARCH REPORT HERE:**

The unprecedented challenges that have characterised the last 18 months have led organisations all over the world to look at different ways of supporting and growing their businesses. In an environment marred by extreme uncertainty and stagnation, keeping the 'status quo' is no longer an option. Disruptions to the workforce, such as technological advances, changing workforce demographics and evolving customer expectations were significantly accelerated by Covid-19. Today's landscape is dramatically changed from that of just a few years ago, with the demand for talent tightening, skills becoming increasingly hard to find, and organisations digitising at speed. There has never been a better time for businesses to re-evaluate their workforce and workplace and make rapid transformations to improve work for everyone.

There are various principles organisations can adopt, as highlighted both in the **_CRF report_** and the **_event on 21 September,_** to help successfully manage this transformation and build a future-fit workforce. From upskilling and reskilling, to rethinking traditional workplace models. Where work will be done, who will do it, and how it will be done remain three key focuses for moving businesses forward.

Businesses now have a remarkable opportunity in front of them. Building a future-fit workforce starts with the will and drive to change and grow an organisation. The pre-pandemic model of work delivery is no longer sustainable. Organisations who capitalise on this moment to make a shift to new ways of working which incorporate new, innovative strategies to attract and retain talent with future-focused skills will have a distinct advantage.

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▶ SETTING THE CONTEXT

IAN GOLDIN is Professor of Globalisation and Development at the University of Oxford, Professorial Fellow at Balliol College, Oxford University, and from 2006 to 2016 was the founding Director of Oxford University's interdisciplinary Oxford Martin School. He currently leads the Oxford Martin research programmes on Technological and Economic Change, Future of Work and Future of Development. He has published over 60 journal articles and 23 books, most recently *Rescue: From Global Crisis to a Better World.*

Ian Goldin briefed delegates on the global context for the day's discussions:

- Organisations should be prepared for more uncertainty and need to be equipped to embrace difficult and surprising change.

- The pandemic has accelerated the economic shift of gravity to Asia, with half of the world's economic activity now occurring in the region, and China now the largest economy in the world. Despite the rhetoric from Trump (and even Biden) we see investment in China soaring from companies such as Goldman Sachs, and a lot of Hong Kong firms moving to mainland China.

- The question is what share of global firms' activities move to that region, and how can organisations increasingly cope with parallel systems? How do you meet the expectations of shareholders and stakeholders in the West who are demanding respect of identity and human rights whilst also operating within a system that thinks in a very different way? How can we live out our intention to be more values-based when our systems have extraordinary diversity of values?

- Despite the rhetoric about deglobalisation, we are actually seeing an acceleration of globalisation. We are experiencing a dramatic increase in digital traffic across national borders. The pandemic is a manifestation of 'good, bad and the ugly' of globalisation: financial centres now have global financial systems but these also lead to the contagion and superspreading of global financial crises; cyber systems enable our connectivity but are susceptible to instant cyber-attacks.

- For businesses this global possibility is a potential strength and asset, bringing the ability to predict change by listening to diverse international workforces and gaining insight on consumers across global centres. This will be a strength in terms of resilience.

- The idea of transparency around values-based issues such as sustainability and diversity is going to become even more important in a post-covid world. There is a strong push-back against companies that aren't what they say they are, with employees voting with their feet and consumers and investors voting with their money. This is true in democracies where there is free press, but also in countries such as China (despite the layers of control).

- As economies become richer they become more service orientated – a trend also accelerated by the pandemic. As consumers look for psychological satisfaction your brand becomes increasingly important. What are consumers buying into when they associate with a brand? It returns to how consumers feel about a company and whether it demands respect based on its operating values.

- The technological advances in automation, robotics and AI are going to challenge the transformation of work more rapidly. One of Goldin's research groups on the future of work in 2013 argued that half of US workers and around 40% of UK and EU workers could be replaced by machines by 2033. A WEF task force predicted that although 85 million jobs will be destroyed by technology, 92 million new roles will be created for humans. However, the same individuals will not be directly re-employed, as work moves location and organisation.

- Manufacturing trends of customisation, immediacy, rising nationalism and protectionism are all accelerating the adoption of technology. The impact is very different depending on demography, and the stage of production countries are in. Given the current skills shortage in the UK, organisations are increasingly adopting machines – made even more possible by dropping interest rates. For China automation will be a godsend, as it struggles to keep up with a rapidly aging population. However, it is a different picture in Africa where 100 million young people will enter the workforce over the next 10 years to be faced with decreased opportunities for development due to automation.

- In this environment place becomes more important. Levelling-up agendas across UK, Europe and US become a political issue and labour market flexibility comes into focus. This is not new, and similar occurrences can be pinpointed in the histories of many countries, but the pace at which the change is happening is much more rapid. Within firms, geographical mobility becomes more of a question and employers must become more active in managing this.

- Recruitment is changing as young people joining the workforce increasingly need to be called upon to see a job as a series of learning experiences. In this context, curiosity is the most important thing and is what recruitment processes should identify within candidates, alongside an ability to adapt to the changing work environment.

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- We have recently experienced remarkable societal changes across Europe and the US, for the better, including the #MeToo movement and Black Lives Matter. However, when you are a large organisation not everyone will move at the same speed to embrace these. How do you manage your diversity in this instance? Organisations need to be at the forefront of embracing and signalling this change but also have empathy with those who will need support in this transition (taking into account generational and religious perspectives).

- All jobs are increasingly becoming apprenticeships: with the employee learning by observation and being proximate with a colleague. In this process employees receive continuous casual feedback, and organisations are challenged on preconceived ways of working. The more complex the job, the more important this is. Goldin is sceptical as to whether this learning can be recreated virtually. He advocates encouraging workers back to safe spaces in order to reignite cultures of learning, identity and apprenticeship. A lot of this work will clearly fall to HR.

▶ CRF'S MODEL FOR BUILDING A FUTURE-FIT WORKFORCE

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. The last 30 years, have seen him covering all areas of HR, ranging from introducing new information systems, designing new reward systems for sales forces, working with marketing to speed up innovation times, to setting up new companies and troubleshooting industrial relations crises across the globe. He co-authored the book *The HR (R) Evolution: Change the Workplace, Change the World* (2019, Routledge).

✉ EMAIL

▶ VIDEO SUMMARY

🖼 SLIDES

GILLIAN PILLANS is Research Director at CRF. She has worked as a senior HR practitioner and OD specialist for several organisations including Swiss Re, Vodafone and BAA. Prior to her HR career, she was a management consultant with Deloitte Consulting and is also a qualified solicitor. Gillian has written numerous CRF reports on subjects including HR strategy, organisation design and development, talent management, leadership development, and diversity.

✉ EMAIL

Report co-authors Gillian Pillans and Nick Dalton presented the fundamental strategies to building a future-fit workforce, identified through interviews with around 30 companies:

CRF BUILDING A FUTURE-FIT WORKFORCE MODEL

INTERNAL FOCUSED	EXTERNAL FOCUSED
INTERNAL SYSTEMIC	EXTERNAL SYSTEMIC

Focused vs Systemic

One differentiator we observe is the extent to which future-fit workforce strategies are:

- **Focused** on specific job roles, skills, employee segments or physical locations (e.g. closing down a factory) at risk of redundancy or significant disruption. Companies with a focused approach provide support such as reskilling programmes, redeployment or outplacement targeted at those individuals or groups who are directly affected by these changes. The primary goal is to minimise the costs of restructuring and better match workforce supply and demand.

- **Systemic**, enabling people to continuously learn, develop and reskill through creating a culture of continuous development. Systemic strategies involve signalling to employees what the business strategy means in terms of future skills, and supporting employees to determine their own future by putting tools and support in their hands, rather than being prescriptive about a specific outcome or destination role. Tools such as online learning, and talent marketplaces and support such as career workshops are provided to all employees. A systemic approach can also involve connecting strategies for reskilling and upskilling to the broader purpose of the organisation. It can also mean taking a broader ecosystem view of the future of work:

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working in partnership with stakeholders such as other employers, suppliers and governments to develop joint solutions to shared challenges. While minimising the cost of restructuring is important, there are also broader goals such as developing a sustainable talent pipeline, acting as a socially responsible employer, and securing people's livelihoods, and not just their jobs, over the long term.

Internal vs External

The second differentiator is the degree to which actions are internally or externally oriented.

- An **Internal** orientation means focusing on actions that help people prepare for and be redeployed into positions within the organisation. These might include reskilling and upskilling programmes, and internal marketplaces to connect people with opportunities inside the company. This can also include communicating the skills implications of the business strategy to nudge people towards developing in-demand skills, and implementing pay-for-skills policies that reward people for developing high-value future skills.

- An **External** orientation involves preparing people to find work outside the organisation, which at a basic level might involve providing outplacement services. It could also involve training people for specific jobs available in the external market, for example retraining water engineers as plumbers, or supporting people who are leaving the organisation to become entrepreneurs. On the other hand, an external orientation can also involve creating an ecosystem of partner organisations who share the same goals. Similar to the Star Alliance in the airline industry, organisations collaborate to share the cost of developing new capabilities, take part in job swaps, or share employees across a trusted external talent marketplace.

For more detail on the actions that organisations might take in each of the four quadrants, and reference case studies, please see the full ***Building a Future-Fit Workforce Report***.

Which strategy or strategies to adopt is determined by the business strategy, workforce plan and talent philosophy. Also, some organisations will work across different quadrants simultaneously, for example running targeted reskilling programmes while also working on building a developmental culture.

VISION CRITICAL CAPABILITY
OF WORK DESIGN

✉ **EMAIL**

▶ **VIDEO SUMMARY**

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 artificial intelligence and the transformation of work. Ravin has led numerous research projects for the World Economic Forum including many of its ground-breaking studies on the transformation of work and the global workforce and is a member of the forum's Steering Committee on Work and Employment. He is the author of the books *Transformative HR, Lead The Work: Navigating a World Beyond Employment* and *Reinventing Jobs: A 4-Step Approach to Applying Automation to Work.* Ravin has authored over 150 articles including 14 for the Harvard Business Review and the Sloan Management Review.

Mercer's Ravin Jesuthasan spoke to delegates on the imperative capability of work design for HR and organisations.

Where legacy was once a competitive asset for organisations, it is fast becoming a liability. We see this most clearly in highly regulated industries (such as banking) with the emergence of start-ups who do not have to build for something new with the baggage of the old. There is nothing more reflective of that legacy than the traditional notion of a 'job'.

The pandemic shone a spotlight on the 'when' and 'where' of work, but this is just the tip of the iceberg. Progressive organisations also ask how the work is done, what the work is and who is doing the work. Most significantly they ask why is this work being done? It is the answer to this question that is at the heart of the talent exodus many organisations are experiencing, as employees ask whether the enterprise purpose is aligned with their own personal purpose.

The employment relationship is changing, and work is no longer binary. Employers have the choice of traditional employees, outsourcing, free agents, alliances, robotics and AI, volunteers and talent platforms to name but a few.

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Jesuthasan presented delegates with a number of frameworks for work design.

The first being the 'Lead the Work' map. Along three continuums of choice, the framework charts the transition from traditional ways of working to the emerging world of work:

1. The Assignment: Transitioning from the traditional notion of a job and a formal employment relationships, to a role defined by tasks and activities that is dispersed in location and dependent on the market relationship.
2. The Organisation: Transitioning from a self-contained, insular and rigid model to a permeable, interlinked and collaborative business.
3. The Value Exchange: Transitioning from permanent contracts and collective and consistent rewards, to individualised, differentiated and imaginative incentives.

The second framework concerned 'Connecting talent to work'. Ravin presented three models that will co-exist for the foreseeable future, with a steady shift towards the third:

1. Talent in fixed roles: more traditional roles as we know them with minimum level of change
2. Talent in hybrid roles: these are partially fixed but can flow to work as needed (enabled by an internal talent marketplace)
3. Talent fully flows to work: demand-driven matching to tasks, assignments and projects.

Jesuthasan then explored a process for incorporating automation into organisations:

1. Deconstruct work into component tasks. This analysis of work will become a key component for HR to understand how the different types of automation might play out.
2. Consider the three broad categories of automation: robotic process automation, cognitive automation, social robotics.
3. This gives a roadmap for automating work, be it: substitution, augmentation or transformation.

This analysis is the necessary precondition for any consideration of upskilling or reskilling. The fundamental pivot is that we're moving from an era of jobs and people, to planning for skills and work. Core to this is the move from traditional models of resourcing to increasing our capacity to deconstruct, automate or redeploy and then reconstruct arguably more human jobs.

The lens of jobs and people sees an employee in a single job with a linear career path and experiences based on skills required by the job. In this context, technology is built to support people in jobs. Planning for skills and work sees organisations harnessing internal and external talent to meet task and project requirements with a variety of experiences

based on the skills and interests of the person. In this context, automation becomes a 'work partner' to substitute, augment and transform work.

Ravin concluded his insights by considering the changing requirements for leaders across the organisation in line with this shift:

- **From** organising and filling jobs **to** deconstructing, automating or redeploying and reconstructing roles
- **From** a mindset of 'learn, work, retire' **to** a mindset of 'learn, do, learn, do, rest, learn...'
- **From** employment qualifications **to** work readiness
- **From** salaries for jobs **to** market prices for activities and tasks that can be aggregated in multiple ways based on each person's unique circumstances
- **From** job architectures and movement from one job to another **to** work architecture that provides seamless and continuous matching of skills and tasks
- **From** traditional career ladders or lattices **to** reskilling pathways that reflect individual motivations, attributes, enabling skills and technical competencies.

▶ RESKILLING WITH RICOH

▶ **VIDEO SUMMARY**

BEV CUNNINGHAM is Senior Vice President HR, Ricoh Europe. With over 15 years operating at c-level in global organisations, Bev values bringing energy, dynamism and a sharp focus to all she does. Bev's background is in Human Resources with a particular emphasis on Strategic Workforce Planning, Talent Development and Employee Engagement. Her experience spans multiple sectors including IT Services, Technology, FMCG and Manufacturing. Her achievements are based on her having a clear vision; that creating the right culture and leadership style enables people to grow and develop as their organisation transforms, helping to ensure they remain relevant, engaged and successful.

Over the last decade imaging and electronics company Ricoh has been reinventing its business model as it moves away from its traditional printer and copier market to being a digital services business. This business shift, and a large number of acquisitions, has led to a significant need for reskilling, both in terms of new technologies and working practices. The company is implementing a plan to support

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this transition, which includes acquiring smaller digital businesses to bring in new skills and substantial reskilling and upskilling programmes. Senior Vice President Human Resources, Bev Cunningham shared insights on the organisation's flagship reskilling programme SCALA with delegates.

Ricoh introduced SCALA to accelerate business transformation by fast tracking the reskilling and development of highly talented technical employees. There were three main objectives:

1. Create internal mobility by helping talented and motivated employees to transition into new and exciting Ricoh opportunities

2. Equip motivated and capable employees with specialist skills which are highly sought after in the marketplace

3. Maintain Ricoh's strong in-house service, support and expertise footprint

The business case showed that the cost of investing in reskilling was significantly less than the combined redundancy and recruitment costs associated with demand shifting from service technicians to IT service capabilities.

An important part of the change management process was engaging line managers: communicating with them about the upcoming process, and spending as much time with them as the delegates in order to ensure they were on the journey.

The implementation of SCALA involved four stages:

1. **Talent Assessment:** Ricoh launched an internal recruitment drive inviting its 4000 engineers to apply. From 700 applicants, the HR function assessed cognitive skills, personality and English language skills to identify 300 appropriate candidates. A big challenge was English skills, in response to which the business has launched a support programme which sits ahead of Module 1.

2. **Module 1 – Digital Self:** To ensure all candidates are at the same level of digital proficiency.

3. **Module 2 – Technical Skills Development:** A technical module with five workstreams which leads to certification in high priority technical skills such as cyber security. Learners make their own choice of workstream.

4. **Module 3 – Business Readiness:** Learners are supported by the business to gain on the job experience through placements and projects.

SCALA's first cohort recently graduated, with 48% already placed in new roles within Ricoh and the ambition to have everyone placed by 31 December.

▶ EMBEDDING PURPOSE IN A FUTURE-FIT WORKFORCE WITH UNILEVER

▶ VIDEO SUMMARY

PATRICK HULL is the VP Future of Work at Unilever, where he is responsible for helping people stay fit for work, now and in the future. His Unilever career started in South Africa in 1996 when he joined as a Management Trainee in Finance. He held various roles in both Finance and Sales, before leaving to start his own leadership development training business. After 5 years, he rejoined Unilever in HR specialising in Change Management. In 2008, he moved to the UK and led Unilever's Change Management programme as they outsourced HR Services. Patrick then moved into Leadership Development roles in China and Africa, before moving back to the UK in 2016 as Global Learning Director for Leadership and Business Skills. In 2018, he became Global HR Strategy Director, before becoming VP of Future of Work.

Patrick Hull shared with delegates how the organisation is meeting the paradox of being purpose-led and handling the demands of a changing work environment.

In January of 2020, CEO Alan Jope made a series of public commitments. As part of this Unilever's agenda for building a future-fit workforce is based on three commitments:

- To reskill or upskill all employees to have a future-fit skill set by 2025

- To pioneer new employment models to provide all its employees with flexible employment models by 2030

- To help equip young people with essential skills to prepare them for job opportunities by 2030

In practice, the organisation is actioning these commitments in three ways:

1. Changing the way we change

The business has made a commitment around responsible business transformation, to re-deploy and reskill people rather than making them redundant. This involves public commitments to support people to increase their employability and entrepreneurship; establishing transparent communication with employees, unions, community

and other stakeholders; and implementing partnership programmes in local communities. The CEO insists every transformation programme has a future of work plan, and refuses to sign off plans that are not sufficiently ambitious.

2. Igniting learning as a strategic weapon

This is the heart of Unilever's reskilling work, and involves defining future-fit skills, mapping the current skills gap and building strategic capability. Unilever's work is underpinned by a mindset shift, and encouragement for people to think in terms of their purpose and unique contribution.

Key to this mindset shift is the company's programme of purpose workshops, being rolled out across all employees, which helps them make sense of their personal purpose and work out how they can connect that to the company's purpose and bring it to life at work. A key output of the purpose workshops is each individual develops a Purpose-Led Future-Fit plan. It highlight areas of fit with future-fit role plans and proposes various routes for development (upskilling, reskilling, or looking beyond the company).

For the company, the plans provide useful data on current and future skills to inform talent reviews and performance discussions, as well as assisting in workforce planning and deciding on investments in learning and development. It also supports upskilling and reskilling by helping identify role overlaps and adjacencies.

3. Redefining the Unilever System of Work

A shift from owning talent to accessing talent, by breaking down roles into tasks and projects; implementing Agile and Flex; and using new employment models and partnerships to unlock capacity and promote ED&I.

The business has developed a responsible alternative to the 'gig' economy: 'U-Work'. U-Work participants remain an employee of the business but no longer have a job title. They work on contracts or assignments and are compensated with a guaranteed retainer and modified benefits package plus assignment-specific payment rate. Not only does this give employees flexibility within a socially responsible business model but gives the company resource and cost flexibility and a loyal contractor base. Currently about 1% of the workforce partake in U-Work, which Hull expects to increase to 2 – 5%, accounting for about 7,500 workers.

FURTHER READING

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▶ Q&A

Q Ricoh talked about the importance of taking line managers on the journey. How did you engage with hiring managers to broker the 'risk' of hiring a reskilled employee?

A *We saw the line managers as very important contributors to the change. Although they were deliberately not involved in initial attraction of candidates, they knew about the project and we kept them thinking about this as an opportunity to see who in their teams would put their hands up. There was a bit of handholding particularly through first cohort. HRBPs, recruiters and L&D worked together in local markets with line managers to communicate with them in their own language and help them understand what was involved in releasing people for training.*

As we embark on cohort two it's a well understood story. Line managers can communicate with those that have already gone through the process, and that has been a success story. They are the biggest proponent of the programme. Hiring managers was a different challenge. They are used to controlling all aspects of what they do, including talent acquisition. We worked really hard to show the benefits of redeployment. DocuWare is a great example: we showed through a couple of quick wins how having additional resources in France, UK and Spain made a real difference to their ability to support business growth. Now they can't take enough people!

Q How much investment should we be making in understanding our organisation's current skills, defining future skills and assessing the delta between the two?

A *Patrick Hull: Spend time on future skills – that's what you need to define. Employees can't define that for themselves, but they can tell you what their current skills are. As an organisation you can infer a lot about current skills.*

Bev Cunningham: When faced with 4000 engineers and no current inventory of skills, you can't waste time creating one. You can make some assumptions about the work that is being done today, and I would err on the side of focusing on future skills and putting time and effort into that. The biggest challenge we have is the HR capability to understand what is meant by 'skill' breaking down roles and making sure it's articulated correctly.

Nick Dalton: We in HR often like to do things to people. One of the learnings we've had is that if you're going for the more systemic approach it's better to give the people the tools to do it themselves. It's much better bottom-up than top-down.

Q Ravin, do you have any guidance for how HR can be more engaged with designing work and jobs?

A *It's a very logical and natural extension from many of the things that HR already does. If you think about the work of OD and compensation, they all fundamentally understand work and how jobs are configured, and they can lead the way in starting the conversation about how work is evolving. There certainly are many tools out there to support the HR practitioner in doing that. I think as the world changes, and businesses look to respond quickly, having HR lead that narrative with the work is going to be essential – as opposed to IT leading with technology for example.*

Q We are all seeing and feeling the importance of D&I today. As we are rethinking work, how important is that and how are you building the right kinds of strategies to engage investors and colleagues for the future?

A *Gillian Pillans: We heard both sides of this argument in this research. There were examples of companies concerned that their reskilling activities were exacerbating issues they had around a lack of diversity in some legacy parts of their business. On the other hand, we also heard stories of a more systemic approach opening up opportunities to a wider range of people. We've heard today of some of the flexible working models which potentially enable people who might otherwise have had to stop work sooner to stay with the organisation in a way that is better suited to their lifestyle or caring responsibilities.*

Patrick Hull: I see Future of Work as a key enabler of greater equity, diversity and inclusion. The new employment models and flexible practices do help, for example young mothers be able to spend more time at home without having to leave the organisation. So, you don't have that critical brain drain there.

Some of the things we learnt through developing our reskilling proof of concept was that when asked, people will underestimate their own skills. Also, people from previously disadvantaged groups, or underrepresented groups, underrepresent their skills even more. However, if you use AI you can really remedy that. We can use AI cleverly to help people see the breadth of their skills and then the opportunities that are available to them. We are creating far more opportunities for people to be actively engaged in the workplace. It also makes the organisation much more attractive to people from different groups as they are seeing this as a progressive organisation.

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crf UPCOMING EVENTS

📍 *IN-PERSON AND ONLINE:*
Conference: Building and Sustaining Great Organisations
12th October 09.00 BST

📍 *IN-PERSON:*
The Art of Leading Organisational Change: Lessons from the World of Jazz
20th October 17.30 BST

📍 *IN-PERSON AND ONLINE:*
Beyond Engagement: Creating a Purposeful Employee Experience
2nd November 09.00 GMT

CRF DIGITAL COMMUNITY

Are you part of the **Talent, Leadership and Learning Community**? This community is for senior talent, learning and leadership professionals with responsibility for the attraction, development and retention of talent in their organisation.

Mercer

Mercer is delighted to offer complimentary seats to their **2021 Europe Rewards Virtual Conference** for CRF members. Join the event on 6-7 October to network with other HR professionals and hear from the experts on innovative approaches to some of today's most pressing people challenges, including HR and workforce transformation, diversity and inclusion, rewards trends and the future of work.

Secure your complimentary seat today using the code **CRF2021**.

crf learning

ON DEMAND:
Integrated Talent Management: The Essentials is vital material for any HR practitioner looking to understand how to design more effective talent approaches. Through the interactive online course, gain the tools to enhance your organisation's talent management ROI, and build an integrated approach directly linked to business strategy. Sample exclusive content for the course for **free** now.

OPEN PROGRAMME:
Integrated Talent Management

Three principles are fundamental to making talent management work: 1. Talent needs must be firmly rooted in the context of the business strategy and operating environment. 2. Solutions should be integrated, with different elements prioritised and aligned around talent needs. 3. Data should be used to develop and apply insights and to evaluate the effectiveness of talent management approaches. This programme builds on these principles, pulling them into an Integrated Talent Management Framework.

ON DEMAND:
HRBP Development Suite

CRF Learning On Demand presents flexible, online learning paths from globally renowned experts. Uncover exclusive frameworks and gain first-hand insight and advice from leading HR Directors – all at your own pace. All of the courses within the HRBP Development Suite can be taken as individual programmes, or combined to ensure you drive maximum impact within your organisation.