

CORPORATE RESEARCH FORUM

23

## PROGRAMME





We are pleased to present CRF's 2023 research and events programme.

As organisations contend with the aftermath of a global pandemic, economic uncertainty, political and social realignment, and technological change, it is essential to build the capacity to think innovatively and operate with agility.

While leaders continue to grapple with designing the future of work, the most progressive HR functions will focus on organisational performance and productivity, future skills, and leader and team effectiveness.

With this in mind, three main themes run through our 2023 programme, reflecting CRF's core purpose of building the knowledge, capability, and effectiveness of the HR function.

1
Supporting and growing future **LEADERS**

2
Managing **COMPLEXITY**, ambiguity and change with organisational **AGILITY**

3
Building effective **TEAMS** for organisational performance

These themes are supported by a broader exploration of how an **EVIDENCE-BASED** approach to decision-making enables HR leaders to tackle these challenges with confidence.

Alongside our programme of research and in-person events, CRF continues to evolve how we deliver value to members.

There are a wealth of resources available to you, including:

- A refreshed multi-media library of **ONLINE CONTENT**
- **WEBINARS** on all topics covered in the core programme
- A diverse **MEMBER NETWORK**, keen to share good practice and fresh ideas
- **4 DIGITAL COMMUNITIES**, with online events enabling peer exchange
- Access to **CRF LEARNING**, offering in-person courses, On Demand Learning, and bespoke development programmes
- Support from our **MEMBER ADVISORY SERVICE**, using the knowledge and insights of our extensive network of HR professionals and experts

We look forward to working with you in 2023.

**Richard Hargreaves,**  
Managing Director  
[richard@crforum.co.uk](mailto:richard@crforum.co.uk)

**Gillian Pillans,**  
Research Director  
[gillian@crforum.co.uk](mailto:gillian@crforum.co.uk)

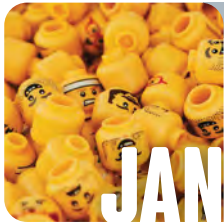
#### Already a CRF member?

...and have any questions on how to further optimise the value of your membership, please email [memberrequests@crforum.co.uk](mailto:memberrequests@crforum.co.uk)

#### Not yet a CRF member?

...and interested in your organisation joining our growing global network, please email [melissa@crforum.co.uk](mailto:melissa@crforum.co.uk)





**JAN**

CRF RESEARCH

**EFFECTIVE  
SUCCESSION  
MANAGEMENT**



**MAR**

**HR LEADERS'  
UAE NETWORK:  
SUCCESSION  
MANAGEMENT**



**JUN**

**HRD  
STOCKHOLM  
NETWORK:  
EVIDENCE-  
BASED HR**



**OCT**

**AGILITY 2.0:  
BUILDING  
ADAPTABLE  
ORGANISATIONS**



**NOV**

**HRD  
AMSTERDAM  
NETWORK:  
COACHING**



**FEB**

**DISARMING  
WORKPLACE  
CONFLICT:  
MASTERING  
DIFFICULT  
CONVERSATIONS**



**MAR**

CRF RESEARCH

**TEAM  
EFFECTIVENESS  
IN THE NEW  
WORLD OF WORK**



**JUN**

**HR LEADERS'  
UAE NETWORK:  
EVIDENCE-  
BASED HR**



**OCT**

CRF RESEARCH

**HR'S ROLE IN  
SUSTAINABLE  
BUSINESS:  
EVOLUTION OR  
REVOLUTION?**



**NOV**

**HRD  
LONDON  
NETWORK:  
END OF YEAR**



**MAR**

**BETTER  
DECISIONS:  
MAKING SENSE  
OF COMPLEXITY**



**MAY**

CRF RESEARCH

**STRONG  
FOUNDATIONS:  
EVIDENCE-  
BASED HR**



**SEP**

CRF RESEARCH

**COACHING:  
MAXIMISING  
BUSINESS  
IMPACT**



**NOV**

**HR LEADERS'  
UAE NETWORK:  
SUSTAINABLE  
BUSINESS**



**PLUS CRF DIGITAL  
COMMUNITIES MEET**  
THROUGHOUT THE  
YEAR TO ADDRESS  
TOPICAL ISSUES



# SUCCESSION

CRF RESEARCH

## Effective Succession Management

17 January

*Masterclass & Research, London*

17 January

*Online*

Molly Bolding, CRF; Dr. Jessica Foster, RHR International; John Whelan, CRF

Succession management may have been around for over a hundred years, but organisations still struggle to attract, retain and develop future leaders. In this session, leadership assessment and development expert Jessica will discuss how the most effective organisations develop their leadership pipelines, while CRF's latest research will explore why succession management is worth doing, and how companies can use examples of current practice to succeed.



# CONFLICT

## Disarming Workplace Conflict: Mastering Difficult Conversations

27-28 February

*Two-day Residential, Home Counties*

28 February

*Online*

Amy Gallo, Harvard Business Review

When we're dealing with difficult people, our creativity, productivity, and engagement suffer. Conflict and stress compromise our ability to think clearly and make sound decisions. In this experiential workshop, workplace expert Amy will provide research-based, practical guidance for how to handle difficult people at work (and help others do the same), while building your interpersonal resilience in the process.



# COMPLEXITY

## Better Decisions: Making Sense of Complexity

14 March

*Masterclass, London*

23 March

*Online*

Prof. Dave Snowden, Cognitive Edge

The Cynefin framework helps leaders make effective decisions in complex environments. Through five decision-making contexts, Cynefin supports leaders as they make sense of their own and other people's behaviour. In this interactive session, Dave will explain the framework, illustrate its application, and provide opportunities to practice the tools that underpin the model.



# NETWORK

BY INVITATION:

## HR Leaders' Briefing

17 March

*Effective Succession Management  
Research Briefing, Abu Dhabi, UAE*

This invitation-only event will feature a presentation of the Effective Succession Management research project to senior HR leaders in the UAE with the opportunity to network and discuss the research and other current issues through the morning.





# TEAM

CRF RESEARCH

## Team Effectiveness in the New World of Work

**29-30 March** *Two-day Residential & Research, Lausanne, Switzerland*

**10 May** *Online*

Gillian Pillans, CRF; Prof. Ina Toegel, IMD Business School

Teams play a crucial role in organisations as vehicles for transformation, innovation and growth. Building and sustaining effective teams that maximise the talent and innovation potential of team members is essential to business success. This session will explore the drivers of high performance and effective team dynamics and will consider how successful teams are navigating the challenges of virtual working in increasingly complex organisational environments.



# EVIDENCE-BASED

CRF RESEARCH

## Strong Foundations: Evidence-Based HR

**18 May** *Masterclass & Research, London*

**18 May** *Online*

Prof. Rob Briner, Queen Mary Uni. of London

This event and accompanying research is the first in a two-part series exploring evidence-based HR (EBHR). What is EBHR and what do HR professionals know and think about it? To what extent are organisations already doing EBHR? How are they applying it in practice? And for those organisations that wish to harness the power of an evidence-based approach to HR, what are the potential facilitators of – and barriers to – EBHR?



# NETWORK

**BY INVITATION:**

## HR Directors' Briefing and Dinner

**7 June** *Evidence-Based HR Research Briefing and Dinner, Stockholm, Sweden*

This invitation-only briefing and dinner will feature a presentation of the Evidence-Based HR research project to senior HR leaders in Stockholm, with the opportunity to network and discuss the research and other current issues over dinner.



# NETWORK

**BY INVITATION:**

## HR Leaders' Briefing

**16 June** *Evidence-Based HR Research Briefing, Abu Dhabi, UAE*

This invitation-only event will feature a presentation of the Evidence-Based HR research project to senior HR leaders in the UAE with the opportunity to network and discuss the research and other current issues through the morning.





# COACHING

CRF RESEARCH

## Coaching: Maximising Business Impact

**20 September** *Masterclass & Research, London*

**28 September** *Online*

Prof. Rob Briner, Queen Mary Uni. of London;  
Rebecca Jones, Henley Business School

This event and accompanying research will explore how to maximise the impact of coaching on individuals, teams, and organisational performance. We will examine the latest evidence of the effects of coaching on business outcomes, set out the latest developments in the use of technology, and explore how to best manage the coaching process from selection to evaluation.



# SUSTAINABLE

CRF RESEARCH

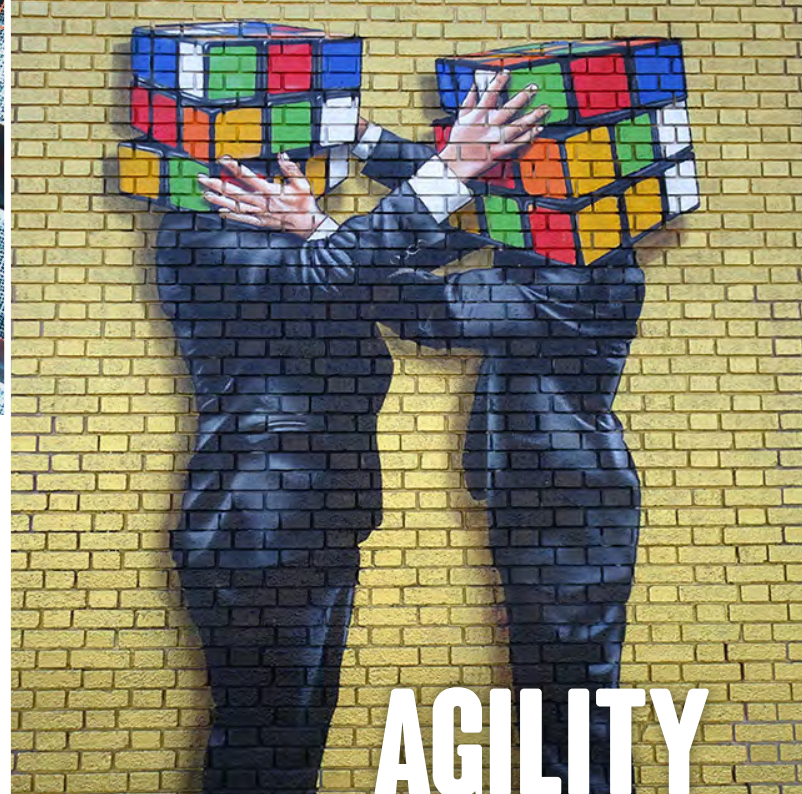
## HR's Role in Sustainable Business: Evolution or Revolution?

**31 October** *Masterclass & Research, London*

**31 October** *Online*

Dr. Sally Uren, Forum for the Future

Sustainability is no longer a 'nice-to-have'. It is now a top priority for governments, businesses, leaders, and society. This event and accompanying research report will explore the complexities of sustainable business, its challenges and rewards, and HR's role at the heart of the agenda.



# AGILITY

## Agility 2.0: Building Adaptable Organisations

**9-11 October** *Three-day Annual Conference, Madrid, Spain*

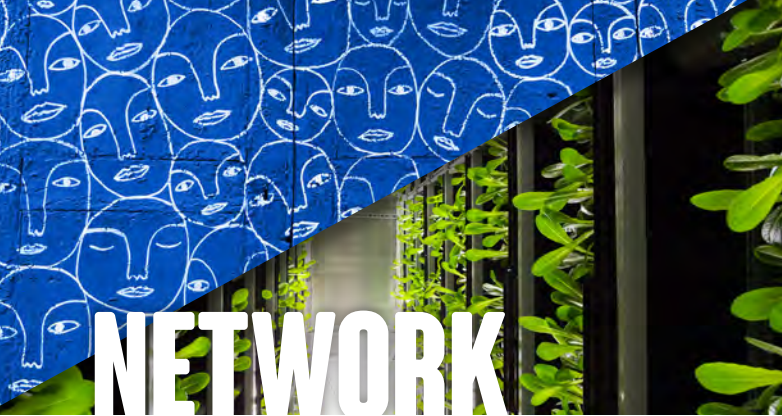
**9 October** *Online*

Dr. Stéphane Girod, IMD Business School;  
Dr. Grace Lordan, London School of Economics and Political Science; Nigel Sullivan, BUPA

The pandemic has reinforced the belief that organisations need to remain agile and adaptable in order to shift quickly in response to changes in their markets, economies and societies. We can observe this at the economic and societal level (as governments seek to respond more quickly to changing world events), the enterprise (as leaders seek to respond to their marketplaces and competitors), the team (project teams quickly formed and disbanded to respond to new priorities) and the individual (as employees realise they need to adapt their skill sets to the changing business environment).

How can HR and other business leaders create a culture and structure that supports this need for agility, while maintaining a productive working environment in which people feel connected, rewarded and engaged?





# NETWORK

**BY INVITATION:**

## **HR Leaders' Briefing**

**10 November** *Sustainable Business Research Briefing, Dubai, UAE*

This invitation-only event will feature a presentation of the Sustainable Business research project to senior HR leaders in the UAE with the opportunity to network and discuss the research and other current issues through the morning.



# NETWORK

**BY INVITATION:**

## **HR Directors' Briefing and Dinner**

**14 November** *Coaching Research Briefing and Dinner, Amsterdam, The Netherlands*

This invitation-only briefing and dinner will feature a presentation of the Coaching: Maximising Business Impact research project to senior HR leaders in Amsterdam, with the opportunity to network and discuss the research and other current issues over dinner.



# NETWORK

**BY INVITATION:**

## **HR Directors' End of Year**

**23 November** *Dinner, London*

Our annual invitation-only HR Directors' Dinner is an opportunity for members to network with fellow senior practitioners as the year comes to a close. We will give an update on CRF's plans and progress, before exchanging on current issues over dinner.



CRF DIGITAL COMMUNITIES

**PLUS:**

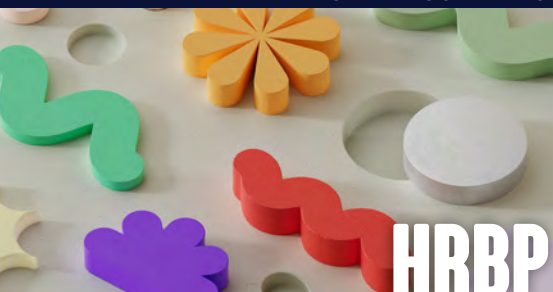
## **CRF Digital Communities**

Join one or more of our Digital Communities to engage with our network of practitioners, academics and experts on selected research and discussion sessions. Complemented by the ability to share and learn with your peers on a range of member-led topics throughout the year. Visit the CRF website to find out more.

**HR DIRECTORS** (By Invitation)

**ORGANISATION DEVELOPMENT, CULTURE AND CHANGE  
TALENT, LEADERSHIP AND LEARNING  
DIVERSITY, INCLUSIVITY AND WELLBEING**

**Open Programmes** are our annual offering of development courses, delivered both face-to-face and online, for intermediate and senior HR professionals.



## HRBP Business Catalyst

20-21 March

*Two days Online*

**£1,450** CRF members

**£2,900** Non-members

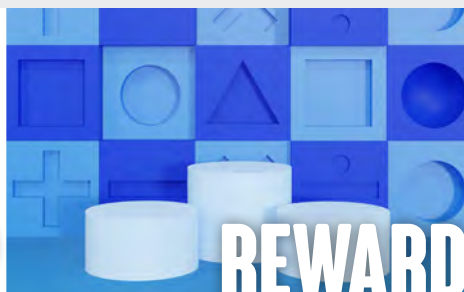
18-19 October

*Two-day Residential,  
Greater London*

**£1,800** CRF members

**£3,600** Non-members

Increase your impact through deeper commercial and strategic thinking, faster and more effective delivery skills and greater influence.



## PARC Strategic Reward Skills Masterclass

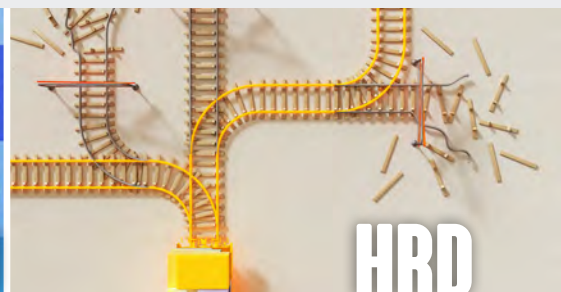
9-10 May

*Two-day Residential,  
Windsor*

**£2,500** CRF members

**£5,000** Non-members

Develop a set of strategically focused reward skills in the areas most frequently reported by RemCo Chairs as essential to effective performance.



## Becoming an Effective HRD

22-23 May

*Two-day Residential,  
Greater London*

20 June

*Action Day,  
Central London*

**£2,750** CRF members

**£5,500** Non-members

Enhance your understanding of how HR delivers value and improves capability in planning, implementing and evaluating initiatives.



## Aspiring Group HRD

12-13 September

*Three two-day*

15-16 November

*modules plus*

16-17 January 2024

*dinners, London*

**£8,000** CRF members

**£15,000** Non-members

Preparing HR professionals to take the next step in becoming a Group HRD, or become more effective having recently moved into the role.



## Integrated Talent Management

20-21 November

*Two consecutive  
days, Online*

9 February 2024

*Follow-on, Online*

**£1,450** CRF members

**£2,900** Non-members

Essential for any HR practitioner looking to design, build or operate more effective talent approaches and understand how to ask the powerful questions that unlock business value.



## Impact Through People Analytics

5-6 December

*Two consecutive  
days, Online*

6 February 2024

*Follow-on, Online*

**£1,350** CRF members

**£2,700** Non-members

Increase your understanding of how to effectively leverage data in HR and how analytics can provide insights that support strategic objectives and demonstrate business impact.



CRF Learning On Demand is a library of online courses designed for HR professionals to learn at their own pace, in their own space.

HRBP  
SUITE

### Effective Business Partnering

Take a more strategic approach as an HRBP and have a direct impact on organisational performance.

### Workforce Analytics and Storytelling

Develop confidence in business-focused analytics to drive performance and become influential.

### Integrated Talent Management: The Essentials

Modernise your talent management strategies and design effective approaches in line with the latest trends.

### A Strategic Approach to Reward

Gain experience in applying a practical model to develop reward strategy at any level of an organisation.

### Building a High-Performance Culture

Learn how to create a culture that builds and develops performance, whilst mastering processes.

### Change Management: The Essentials

Learn how to manage change effectively and avoid the problems that hamper most change efforts.

CHANGE AND  
TRANSFORMATION  
SUITE

### Advanced Practices in Change Management

Understand the critical underpinnings of OD that affect success and reputation.

*Organisation Design coming soon...*

### Organisation Analysis and Diagnosis

Review and evaluate organisational strategy and develop the required capabilities to effectively deliver.

### Developing the OD Practitioner

Become a more effective OD professional by developing personal and commercial skills.

SHORT  
COURSES

### Strategic Workforce Planning

Learn how to support business strategy implementation successfully through its people.

*More short courses coming soon...*

### Developing Commercial Acumen

Understand how organisations create value and HR's role in delivering success.

### Impactful Employee Experience

Deliver a holistic approach to employee experience to attract, retain and develop talent.

Find out more and register at [www.crflearning.co.uk](http://www.crflearning.co.uk)

## FOR INDIVIDUALS

Courses completed at your own pace, in your own space

**SUITE COURSES: £299** CRF members / **£349** Non-members per participant, per course

**SHORT COURSES: £99** CRF members / **£125** Non-members per participant, per course

## TEAM SOLUTIONS

Courses completed as part of a cohort, including scheduled webinars and assignments

Contact: [learning@crforum.co.uk](mailto:learning@crforum.co.uk)

## BESPOKE SOLUTIONS

Leverage content from On Demand and Open Programmes to develop a bespoke team solution tailored to the specific requirements of your organisation

Contact: [melissa@crforum.co.uk](mailto:melissa@crforum.co.uk)

PROGRAMME

PROGRAMME PARTNERS



Bird & Bird



EVENT PARTNERS



KNOWLEDGE PARTNER



ASSOCIATES

