



PROGRAMME 2023

CRF LEARNING PROGRAMME 2023

crflearning

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.

WHY CRF LEARNING?

RESEARCH-BASED

Learning programmes are rooted in evidence-based research. Working in collaboration with leading academics and business leaders, we provide practical insights and recommendations.

BUSINESS-FOCUSED

Our programmes focus on skills development for business outcomes. We support your HR function to develop a commercial mindset, enhancing their business partnering and specialist skills.

HR EXPERTISE

CRF has 25 years of experience at the forefront of HR research and capability development, so participants will benefit from an unparalleled level of knowledge.

PEER-TO-PEER NETWORKING

Participants share experiences with CRF's unmatched network of 220+ multinational organisations and 8,000+ practitioners. We give your team access to other practitioners and experts to find solutions for challenges they face in their role and career.

TAILORED TO YOU

Our programmes are co-created with you, for you. By adapting our existing content, we deliver cost effective, bespoke learning.

CRF LEARNING OFFERING

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CRF Learning On Demand is a library of online courses which offer a flexible way to upskill both teams and individuals.

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 a range of courses including Effective Business Partnering, Integrated Talent Management: The Essentials, Advanced Practices in Change Management, and Workforce Analytics and Storytelling.



Our Open offering is an annual programme of courses, delivered both face-to-face and online, for intermediate and senior HR professionals.

These include Becoming an Effective HRD; HRBP Business Catalyst; Impact Through People Analytics; Integrated Talent Management and Aspiring Group HRD. Each course delivers rich content from leading experts, with the added value of learning alongside peers from other organisations.



We 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.



ON DEMAND COURSES

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

COURSES ENDORSED BY



PROFESSOR PATRICK WRIGHT

University of South Carolina

Prof. Patrick Wright is Chair of the Darla Moore School of Business at the University of South Carolina; Founder and Director of the Centre for Executive Succession; previously of Cornell, Texas A&M, and Notre Dame. A prolific writer, Prof. Wright's main areas of interest are strategic human resource management, the changing nature of the Chief HR Officer role, and the challenges and best practices in CEO succession.

Our syllabus is intended for those who are ambitious about building their own careers. It 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 or areas of development. Topics include Integrated Talent Management, Change Management, and Workforce Analytics and Storytelling. Each course combines videos, exercises, quizzes and assignments to develop participants' capability to influence within their businesses.

CRF Learning On Demand is available to both individuals interested in developing their knowledge and organisations looking to upskill teams as a cohort. Packages available to organisations offer additional resources to contextualise learning and deliver the greatest return on investment.

SUITE COURSES

£299 CRF members, per participant, per course

£349 Non-members, per participant, per course

SHORT COURSES

£99 CRF members, per participant, per course

£125 Non-members, per participant, per course

To discuss pricing for multiple courses or participants, please contact Melissa Bull, Commercial Director, melissa@crforum.co.uk.

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ONLINE FACULTY



KAREN CLARK

PARC and SD Director



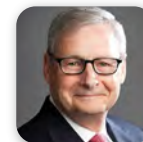
NICK HOLLEY

Director of CRF Learning



NICK KEMSLEY

CRF Associate



WILLIAM PASMORE

CRF Associate



GILLIAN PILLANS

CRF Research Director



CARMEN VON ROHR

CRF Research Manager



JOHN WHELAN

CRF Director



PHIL WILLS

PARC Director

ON DEMAND COURSES

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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.

FULL SUITE
AVAILABLE
NOW

CHANGE AND TRANSFORMATION SUITE

ADVANCED PRACTICES IN CHANGE MANAGEMENT

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

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.

PLUS:
**ORGANISATION
DESIGN**
coming soon...

SHORT COURSES

STRATEGIC WORKFORCE PLANNING

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

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.

PLUS:
**SUCCESSION
PLANNING** and
**CONSULTING
SKILLS**
coming soon...

Find out more and register at www.crflearning.co.uk

CRF LEARNING OPEN PROGRAMMES

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BUSINESS CATALYST: REIMAGINING HR BUSINESS PARTNERING

Two-days
20-21 March 2023: Online

Two-day Residential
18-19 October 2023:
Greater London

- Demonstrating credibility
- Developing confidence and courage
- Understanding the organisational context
- Enhancing commercial acumen
- Building capability to deliver business strategy

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

£1,450 / £2,900 (Online)
CRF members / Non-members

£2,250 / £3,600
CRF members / Non-members

PARC STRATEGIC REWARD SKILLS MASTERCLASS

Two-day Residential
9-10 May 2023: Windsor

Two-day Residential
17-18 October 2023: Windsor

- Developing a 'grounded' reward strategy aligned with business strategy
- Reviewing, assessing and contributing to RemCo effectiveness
- Reviewing and assessing the effectiveness of longer-term incentive arrangements
- Designing and conducting a risk audit of reward

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

£2,500
CRF members

£5,000
Non-members

BECOMING AN EFFECTIVE HRD

Two-day Residential
22-23 May 2023:
Greater London

Action Day
20 June 2023:
Central London

- HR's role in building organisational capability and the strategy process
- How value is created in an organisation and the HR implications
- Planning and implementing an HR strategy
- Managing key relationships

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

£2,750
CRF members

£5,500
Non-members

ASPIRING GROUP HRD

Three two-day modules plus networking dinners

12-13 September 2023
15-16 November 2023
16-17 January 2024
Central London

- What a CEO wants from their Group HRD
- The business and political context for HR
- Governance and the RemCo
- Creating a strong alumni network
- Includes insights from senior HR and business leaders, and a bespoke 360 assessment

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

£8,000
CRF members

£15,000
Non-members

INTEGRATED TALENT MANAGEMENT

Two consecutive days
20-21 November 2023: Online

Follow-on session
9 February 2024: Online

- Building a framework to help develop business-focused talent thinking
- Engaging your business leadership in the importance of the talent agenda
- Developing personal capability, confidence and influencing skills to effectively communicate and create engagement around the talent agenda

Build your capability to design, refine and deliver impactful talent management strategies and develop the personal skillset for effective implementation.

£1,450
CRF members

£2,900
Non-members

IMPACT THROUGH PEOPLE ANALYTICS

Two consecutive days
5-6 December 2023: Online

Follow-on session
6 February 2024: Online

- How people analytics can support a business-centric approach to HR
- The shift from reporting to more persuasive insights
- Storytelling: communicating complex messages with clarity and influence
- How to become a more credible, data-based HR practitioner

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.

£1,350
CRF members

£2,700
Non-members

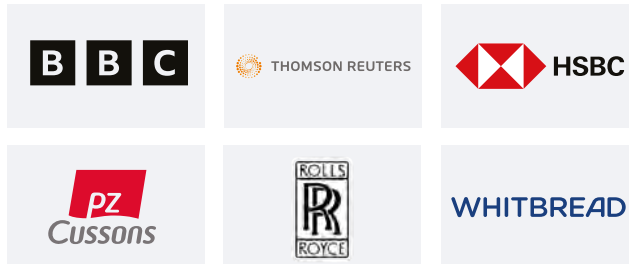
Find out more and register at www.crflearning.co.uk

CRF LEARNING BESPOKE

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Looking for something more personalised? Our Bespoke offering provides custom solutions tailored to the specific requirements and context of your organisation.

Over the past six years, CRF Learning has co-created more than 55 Bespoke programmes for multinational organisations and FTSE 100 members around the world; delivered both face-to-face and online. Clients include:



In addition to our in-house team of experienced former HR practitioners and advisors, CRF Learning engages with thought leaders and subject experts from our extensive network to provide a faculty best suited to your requirements.


Our Bespoke programmes leverage CRF's unique catalogue of research, models and learning tools to meet the specific needs of your organisation, minimising protracted and costly design phases and offering the greatest return on investment possible.

CRF Learning Bespoke offers an adapted, custom version of our existing open programmes alongside additional capability development on a wide array of challenges including:

ORGANISATIONAL CHALLENGES

 Developing a Commercial HR Function

 HR Business Partnering

 Value Creation

 Strategic Workforce Planning

 Leveraging Data and Analytics

 Talent Management

 Talent Planning

PERSONAL CHALLENGES

 Sophisticated Influencing

 Political Savvy

 Strategy Thinking

 Dealing with Ambiguity

 Prioritisation

 Effective HR Leadership

 Measuring Impact

For more information on CRF Learning's Bespoke solutions please contact Melissa Bull, Commercial Director, on melissa@crforum.co.uk

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CRF Learning have proved to be an essential partner to me as I look to build the capability of my HR team. They have been a collaborative partner in co-designing a bespoke cost-effective solution which has evolved from face-to-face sessions to a purely digital experience run for nearly 250 participants from Australia to the US in five sessions per week spread over eight weeks. The impact of both has been immense and I look forward to continuing into the next phase of our partnership.

Caroline Fanning,
Chief Human Resources Officer, Avanade



BUSINESS CATALYST REIMAGINING HR BUSINESS PARTNERING

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PROGRAMME ONE

20-21 March 2023: Two-days, Online

£1,450 (+VAT) for CRF members

£2,900 (+VAT) for Non-members

PROGRAMME TWO

18-19 October 2023: Two-day Residential, Greater London

£1,800 (+VAT) for CRF members

£3,600 (+VAT) for Non-members

The cost of this programme is due to increase soon. Register by Monday 31 July, to secure the above rates. From Tuesday 1 August, the price will be **£2,250** (+VAT) for CRF members.

This includes accommodation and dinner for the connecting night of the programme. CRF can facilitate booking accommodation for the previous night at additional cost.

To register for programmes and courses or discuss a team solution, please contact Melissa Bull at melissa@crforum.co.uk

PROGRAMME LEADER



Nick Holley,
Director of CRF Learning

ABOUT THIS PROGRAMME

Our latest research highlighted that:

- HR is changing significantly. It will become more complex and demanding.
- The HR role will increase in importance as the operating environment becomes more complex.
- Above all else, effective future HRBPs will need to be strategic, commercial and data-oriented.

This programme goes beyond developing skills to changing mindsets. It will shift your focus from bureaucratic HR towards delivering business impact, building organisational capability, and creating sustainable value.

With an emphasis on practical implementation, the programme will increase your impact within your organisation by:

- Developing deeper commercial and strategic thinking
- Ensuring faster and more effective delivery
- Improving influencing skills.

BENEFITS OF ATTENDING

This programme will examine the attitudes that differentiate great HRBPs and, by working through CRF's Strategic HR Framework, will enhance your capabilities in a range of areas. Specifically, you will:

- Gain greater understanding of how your organisation operates, delivers value and drives success, thereby enabling you to be a more effective business partner
- Increase your credibility with customers by developing greater commercial acumen, business understanding and influencing skills
- Grow in confidence to challenge existing thinking through a robust model for effective HR
- Evaluate where you can add greater value to the organisation
- Build your overall capability ensuring you optimise your business impact.

Attendees will receive digital copies of all programme materials, relevant CRF research and a workbook to explore concepts, models and plan a programme for ongoing development.

WHO SHOULD ATTEND?

Attendees will be existing HR Business Partners, specialists moving into the role, or HR Managers preparing for a more strategic position. We expect all attendees to be technically proficient in HR.

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I thoroughly enjoyed the course and thought the content was just right. I particularly enjoyed the practical sessions where we could put some of the tools to use and I will be using these with my Business Partners.

Clare Booth,
Head of Reward and People Services,
Mercedes-Benz

Programme co-designed with: **Duke**
CORPORATE EDUCATION

➤ Find out more and register at www.crflearning.co.uk

PARC STRATEGIC REWARD SKILLS MASTERCLASS

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MASTERCLASS DETAILS

9-10 May 2023: Two-day Residential, Windsor

17-18 October 2023: Two-day Residential, Windsor

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

£2,500 (+VAT) for CRF members

£5,000 (+VAT) for Non-members.

This does not include accommodation. CRF can facilitate booking accommodation for both the connecting and previous nights of the programme at additional cost.

To register for programmes and courses or discuss a team solution, please contact Melissa Bull at melissa@crforum.co.uk

MASTERCLASS LEADERS



Karen Clark,
PARC and SD Director



Drew Matthews,
Group Head of Reward, Benefits & Wellbeing,
Centrica



Phil Wills,
PARC Director

ABOUT THIS PROGRAMME

The content of the Masterclass is founded on those areas most frequently reported by RemCo Chairs as essential to effective performance as the Group HR Director or Head of Reward in major companies.

The proprietary content encompasses:

- The ability to develop a 'grounded' reward strategy – aligned with business strategy
- The ability to review, assess and contribute to RemCo effectiveness
- The ability to review, assess the effectiveness of longer-term incentive arrangements aligned to sustainable, long-term performance
- The ability to design and conduct a risk audit of reward.

BENEFITS OF ATTENDING

Each year we evolve the content and format of this masterclass to ensure continued relevance and value for those attending.

The Masterclass is an ideal learning, networking and skills development opportunity for the next generation of Reward and HR Leaders. Peer exchange and collaboration between delegates are fundamental components of the programme. The content is targeted at experienced, capable talent who are most likely to progress to the most senior HR and reward roles.

The Masterclass incorporates a speakers' dinner at the end of Day 1, which forms an essential component of the Masterclass and builds towards the Remuneration Committee simulation on Day 2.

WHO SHOULD ATTEND?

The Masterclass is aimed both at prime succession candidates to current Heads of Reward in major listed companies, and at newly-promoted or aspiring Corporate HR Directors, who are seeking to develop a more strategically focused set of reward skills. Attendees particularly value our simulated Remuneration Committee session, focused on stakeholder management and the interface role with the RemCo and Main Board.

Find out more and register at www.crflearning.co.uk



I found this course at the perfect point in my career. It provided clear and constructive insight into numerous Reward topics – Reward Strategy, Talent Strategy, Long Term Incentives and REMCO, supporting the learning with valuable insight from guest speakers, including acting CFO/COOs. I would gladly recommend it others.

Rob Gregory,
Reward Partner, Costa Coffee

BECOMING AN EFFECTIVE HRD

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PROGRAMME DETAILS

22-23 May 2023: Two-day Residential, Greater London

20 June 2023: Action Day, Central London

£2,750 (+VAT) for CRF members

£5,500 (+VAT) for Non-members

This includes accommodation and dinner for the connecting night of the programme. CRF can facilitate booking accommodation for the previous night at additional cost.

To register for programmes and courses or discuss a team solution, please contact Melissa Bull at melissa@crforum.co.uk

PROGRAMME LEADER



Nick Holley,
Director of CRF Learning

ABOUT THIS PROGRAMME

The purpose of HR is not simply to 'do HR' but to build the capability of the organisation to deliver its strategy and create value. Building this capability as an HR Director requires a blend of technical HR, business and interpersonal skills. This programme takes a business-centric approach to enhance your understanding of how HR delivers value. It will improve your capability in planning, implementing and evaluating HR initiatives and support you in managing key organisational relationships.

You will develop the skills to drive conversations that go beyond 'what do you want HR to do?' to 'how can HR best deliver value to you?'

BENEFITS OF ATTENDING

Becoming an Effective HRD will focus on the high-level behaviours and skills that CRF's research has identified successful HR Directors to have. Building on your technical competence, the programme will increase the impact you have on organisational performance.

You will develop your capability to plan, implement and evaluate HR initiatives, alongside your strategic and commercial thinking to increase your personal impact as part of the leadership team.

It will provide practical tools aligned with key concepts, including:

- Developing a deep understanding of sustainable value creation – balancing the short-term needs of shareholders with the long-term needs of a broader set of stakeholders
- Applying your understanding of HR theory and practice to commercial and strategic imperatives, creating credibility within the business
- Knowing when, where and how to use evidence in decision-making
- Understanding the importance of delivering HR's foundations efficiently and flexibly
- Ensuring managers and leaders take their responsibility seriously
- Bringing fresh new thinking from the outside world into your organisation
- Being 'politically savvy' to deliver initiatives in complex and ambiguous organisations

WHO SHOULD ATTEND?

Attendees will typically be the Head of an HR Centre of Excellence / Expertise, Head of an HR Shared Services Operation or a Senior HR Business Partner. You should be aspiring to your first HR Director role, be new in position as HR Director, or be looking to significantly increase your effectiveness and business impact as an existing HR Director. An element of the Masterclass particularly valued by our Alumni is the simulated Remuneration Committee session, focused on the challenges of reconciling business needs with investor guidelines and broader stakeholder management.



It was extremely thought-provoking and made me think about my organisation in a very different way. The use of models and real-life examples was a highlight for me as it helped to embed the learning and gave me some key tools to assess my organisation and my approach as an HRD.

Marcus Millership,
HR Director, People Services and Solutions,
Rolls-Royce Plc

➔ Find out more and register at www.crflearning.co.uk

ASPIRING GROUP HRD

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PROGRAMME DETAILS

18-19 September 2023, 15-16 November 2023 and 16-17 January 2024: Three two-day modules, Central London

£8,000 (+VAT) for CRF members

£15,000 (+VAT) for Non-members

This includes networking dinners.

To register for programmes and courses or discuss a team solution, please contact Melissa Bull at melissa@crforum.co.uk

PROGRAMME LEADER



Nick Holley,
Director of CRF Learning

PROVEN SUCCESS

Over 40% of our past cohorts have gone on to become the Group HRD (or equivalent) at their own or another organisation including Bibby Line Group, Connells Group, Talk Talk, Travis Perkins, TT Electronics and Wickes.

ABOUT THIS PROGRAMME

For over 25 years, CRF, and our sister organisation Strategic Dimensions, have been listening to HRDs and CEOs about what they want from an effective HR leader. This gives us a unique insight into the role of a 'board-level HRD' and what differentiates the great from the average.

Building on CRF's exclusive research and experience, this programme delivers a highly-tailored learning experience with participants able to shape the content of the course to suit their development requirements.

This course has a proven track record of supporting HR professionals to become Group HRDs, or become more effective having recently moved into the role.

BENEFITS OF ATTENDING

Using the insights of current board-level HRD's, we deliver a programme tailored to participants' capability needs.

A great HR function builds people and organisational capability to deliver business strategy. CEOs expect their HR leaders to have functional expertise, but also require their HRD to be a commercially-focused business leader.

Book your place to benefit from:

- Support in making the transition into a board or executive team HRD role, within a FTSE listed or similar size organisation
- The tools and skills required to move beyond your core HR role and become a holistic business leader including interview preparation via Strategic Dimensions
- Exclusive access to an alumni network of peers and experts to support you through your career
- The ability to deliver external business insights to ensure you become an effective HRD
- Sustained development through a six-month programme of learning, implementation, reflection and analysis

WHO SHOULD ATTEND?

This programme is suited to those looking to progress to Group HRD roles. Candidates will likely already be HRDs of a business unit, region or function or Centre of Excellence (CoE) Leaders. It is also recommended for newly appointed Group HRDs looking to increase their effectiveness and many past attendees have been nominated as part of organisation succession planning.

There are limited enrolment slots, in order to facilitate a supportive learning environment. Our 2022 attendees comprised three HRDs, two Heads of Talent and two Heads of HR.

“

Thank you so much again for everything you have done, organised and contributed to make our programme such a success. I am so glad I have done it – absolutely invaluable insight, knowledge and networks gained. You have been so generous in sharing your knowledge, perspectives and contacts. I hope to put it into practice in a new role soon!

Emma Rose,
Group HRD, Travis Perkins

➔ Find out more and register at www.crflearning.co.uk

INTEGRATED TALENT MANAGEMENT

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PROGRAMME DETAILS

20-21 November 2023 and 9 February 2024: Two consecutive days, with follow-on session, All Online

£1,450 (+VAT) for CRF members

£2,900 (+VAT) for Non-members

To register for programmes and courses or discuss a team solution, please contact Melissa Bull at melissa@crforum.co.uk

PROGRAMME LEADER



Nick Kemsley,
CRF Associate

ABOUT THIS PROGRAMME

Talent continues to be vital to current and future business performance. Yet, research and experience consistently suggests that our talent management approaches are not delivering the business outcomes we want, in the timescales we need, and at a cost we can afford.

The shift towards a hybrid working world has further left a permanent mark on how we attract, retain and get the best out of talent.

Three principles are fundamental to making talent management work:

- Talent needs must be firmly rooted in the context of the business strategy and operating environment.
- Solutions should be integrated, with different elements prioritised and aligned around talent needs.
- 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 together into an Integrated Talent Management Framework.

BENEFITS OF ATTENDING

You will:

- Build a framework to help you develop more business-focused talent thinking
- Update your knowledge of talent trends, and exchange learnings with your peers
- Acquire a means of engaging your business leadership in the importance of the talent agenda
- Receive advice and support to develop your confidence and influence in talent discussions

Your organisation will:

- Receive input and tools to test, validate and challenge existing talent management approaches
- Develop strategies to segment, prioritise and align HR activity to best support business outcomes
- Learn how to better develop talent insights and demonstrate talent management effectiveness
- Improve strategy execution through more business-focused and effective talent management

WHO SHOULD ATTEND?

Heads of Talent, Senior HR Business Partners and senior generalists with a talent interest. If you are working at talent strategy level, are actively involved with talent, and/or interact with senior business stakeholders across more than one people process area, this programme will inform, challenge and develop your talent thinking and practice.

➔ Find out more and register at www.crflearning.co.uk

IMPACT THROUGH PEOPLE ANALYTICS

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PROGRAMME DETAILS

5-6 December 2023 and 6 February 2024: Two consecutive days, with follow-on session, All Online

£1,350 (+VAT) for CRF members
£2,700 (+VAT) for Non-members

To register for programmes and courses or discuss a team solution, please contact Melissa Bull at melissa@crforum.co.uk

PROGRAMME LEADER



Dave Millner,
CRF Associate

ABOUT THIS PROGRAMME

HR is under increasing pressure to demonstrate business impact. Taking an analytical approach and using evidence, rather than relying on 'gut instinct' alone, is a massive opportunity for HR to make an impact on business performance. The HR function has access to more data than ever before, and using it can help build the credibility, improve the quality of decision making, engage employees, and optimise the impact of business and people-based processes.

In the past, a lot of HR data has been put into charts and tables as part of annual corporate reporting processes. In the current era of analytics, organisations can turn their data into dynamic insights to predict when employees will leave, where to recruit the most suitable candidates from, and how to keep them more connected to the organisation once they become employees.

This change of emphasis can enable the function to have a huge impact on an organisation's ability to achieve its strategic aims. Data-driven HR focuses the function on adding value and driving improved performance across the organisation on an ongoing basis. You need to think like a proactive profit centre, rather than focus on being a reactive cost centre.

Based on Dave Millner's experience and CRF's ongoing research into people analytics, this programme aims to take a commercial, HR-centric view of data and analytics, assisting HR practitioners in how to leverage data to deliver tangible business impact. It will give participants the confidence to work with data, not just to drive better reporting, but to provide more persuasive analysis that ensures HR is making a real impact on business performance.

BENEFITS OF ATTENDING

- Understand the increasing importance of data when addressing business problems as an HR practitioner
- Demystify the subject of using data and analytical insights and gain an understanding of key principles and good practice
- Develop the confidence to use data and people analytics to address key commercial and strategic challenges
- Convince business leaders to act on people issues based on the language that they understand: numbers, value and data
- Practical guidance on using data and analytics, informed by case studies, key models and diagnostic tools
- Understand how to work with experts and analysts to drive relevant HR actions

WHO SHOULD ATTEND?

The programme is aimed at HRBPs and HRDs, as well as heads of shared services or heads of a centre of expertise/excellence. It is aimed at helping HR professionals understand how analytics can help them move beyond gut instinct to diagnose the real issues and facilitate the delivery of high-impact solutions.

➔ Find out more and register at www.crflearning.co.uk

CRF LEARNING PROGRAMME LEADERS

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Karen Clark is a Director of PARC and SD. She is a contributor to and facilitator of PARC's Reward Masterclass and its broader reward learning programmes. This aligns with her interest in the development of HR talent and capability, encompassing performance, reward, and wellbeing. She also works as an executive coach with individuals and teams across sectors and role profiles. She has a qualification in executive coaching at EMCC Senior Practitioner level from Tavistock Consulting.

Masterclass Leader

- PARC Strategic Reward Skills Masterclass
- A Strategic Approach to Reward



Nick Holley, Director of CRF Learning, has carried out extensive research on what CEOs and businesses look for from their HRDs. After 25 years working in large organisations including Merrill Lynch, Prudential, Arthur Andersen and Vodafone, he has worked for the last ten years as an advisor and personal coach to business and HR leadership teams in over 80 global businesses in more than 30 countries. This commercial experience combines theory with a deep practical understanding of what actually makes a difference.

Programme Leader

- HRBP Business Catalyst
- Becoming an Effective HRD
- Aspiring Group HRD
- Effective Business Partnering
- Workforce Analytics and Storytelling
- Developing Commercial Acumen



Nick Kemsley brings a wealth of experience in the HR arena. His career spans many sectors and combines 20 years' corporate experience as a senior HR leader and in wider business roles. He has also spent several years in organisational consulting and HR capability development and research. Nick splits his time between working with c-suite teams and HR leadership teams around the world. He specialises in aligning organisation to strategy and increasing HR functional and individual effectiveness in the context of the new economic landscape. He has a passion for partnering HR functions and individuals to deliver real value to business.

Programme Leader

- Integrated Talent Management
- Integrated Talent Management: The Essentials



Drew Matthews is Group Head of Reward, Benefits & Wellbeing at Centrica. He has extensive corporate and consultancy experience gained from multinational companies across a variety of industries. He was previously at BAE Systems, BT and Tesco where he had accountability for reward, HR policies, global mobility, employee relations, HR mergers and acquisitions, and health, safety and wellbeing.

Masterclass Leader

- PARC Strategic Reward Skills Masterclass

CRF LEARNING PROGRAMME LEADERS

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Dave Millner, CRF Associate, has over 30 years' consulting experience working with global clients on performance and organisational development-based demands. His focus is to ensure that organisations are able to unify their talent practices while dealing with the ever changing demands of technology and the challenges of the future workforce. Dave is known through social media channels as @HRCurator and is passionate about the role that HR can play in the transformational challenges facing all organisations, with data analytics at the heart of the evolving function.

Programme Leader

- Impact Through People Analytics



Gillian Pillans, Research Director, CRF, 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. 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.

Programme Leader

- Change Management: The Essentials
- Strategic Workforce Planning
- Impactful Employee Engagement



John Whelan, Director, CRF, was formerly UK HR Director of BAE Systems, the FTSE 100 defence, security, and aerospace company. John's experience and strengths lie in business and HR transformation, Organisation Development and Employee Relations. Prior to joining BAE, he held a variety of HR roles in engineering, technology and manufacturing businesses across the telecommunications and semi-conductor industries including Matra-Marconi Space where he was HR Director for the UK and latterly, Group HRD. He was awarded an MBE in 2019 for services to industry and equality.

Programme Leader

- Building a High-Performance Culture



Phil Wills MD of PARC and is responsible for the design and development of its annual programme of events and its reward learning. His previous corporate roles included Global Head of Reward for Reed Elsevier (now RELX), for ICI, and for Diageo. Since 2010 he has established an independent consultancy business to provide strategic reward support, focused on the delivery of business strategy and organisational performance. His other major focus is as coach to newly appointed (or aspiring) Corporate HR Directors on all areas of reward strategy and delivery

Masterclass Leader

- PARC Strategic Reward Skills Masterclass
- A Strategic Approach to Reward



We approached CRF, one of our Learning partners, with a view to buy the "HR Business Catalyst programme" off the shelf. We subsequently ran a prototype of the programme with our targeted audience. That gave us the opportunity to discover the agility of CRF, their ability to put their product aside and focus on the specific needs and culture of their client, and their commitment to make it right for the learner. We have very much enjoyed this co-creation journey; the new "HR Business Catalyst programme" is now a great asset in our role-based learning curriculum.

GLOBAL HEAD OF LEARNING, HSBC



It was eye-opening to discuss an approach to concepts which I fundamentally agreed with, however due to the usual day-to-day HR I had to put to the side. Since returning to Samsung, I have approached work in a completely different way, and I am considering the steps I need to take to ensure I have the opportunity to deliver truly valuable HR work. Thanks once again, and I'll definitely be recommending CRF's work in this area to other colleagues.

HRBP, SAMSUNG

SAMSUNG