



Welcome to CRF's 2024 research and events programme.

We can expect 2024 to bring continued economic, political and social turbulence. In this context it will be essential for HR to drive a business-focused agenda and deliver actions that increase the capacity of the organisation and the people who work there to weather ongoing storms.

With this in mind, our 2024 programme builds the knowledge, capability and effectiveness of the HR function by providing access to new thinking, tools and frameworks, and exploring how to apply these in practice.

Three themes underpin our 2024 programme:

- 1 Developing a **FUTURE-FIT WORKFORCE** through **RESKILLING, TECHNOLOGY PREPAREDNESS** and **LEARNING INNOVATION**
- 2 Building **LEADERS** who are equipped to **DRIVE CHANGE** while delivering **BUSINESS RESULTS**
- 3 Creating a **HIGH-PERFORMANCE ENVIRONMENT** that enables people to **THRIVE**

These themes are underpinned by the need to make decisions and develop people strategies based on evidence.

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 regularly updated 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 2024.

Richard Hargreaves,
Managing Director

richard@crforum.co.uk

Gillian Pillans,
Research Director

gillian@crforum.co.uk

Already a CRF member?

...and have a question on how to further optimise the value of your membership, please email 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





 
**Evidence-Based
HR: A New
Paradigm**



 
**A Systems Thinking
Approach to
Organisational
Change**



 
**Emerging
Approaches
to Leadership
Development
in the Gulf**



 
 
**Reskilling for
Sustainable
Growth**



 
**Building Capability
Through Learning
Innovation**




**GULF CONFERENCE
Building Skills
and Talent
for the Future**



 
**High Impact
Leadership
Development**



  
 
**Driving
Organisational
Performance:
HR's Critical Role**



 
**INT. CONFERENCE
Applications
and Implications
of Emerging
Technology**



 
**Sustaining
Employee
Wellbeing**




**HR Leaders' Network
End of Year**



**PLUS CRF DIGITAL
COMMUNITIES**
Meet throughout
the year to address
topical issues



EVIDENCE-BASED

JAN 25 **FEB 7** **Evidence-Based HR: A New Paradigm**
London, UK



Prof. Rob Briner, CRF / Queen Mary Uni. of London;
Nick Holley, CRF Learning and **John Whelan**, CRF
Case Studies: **Financial Conduct Authority**,
Shell and **Thales**

The purpose of HR is to help the business realise its objectives, which can only be achieved through understanding: a) what these actually are and b) what HR can do to tackle them. Evidence-based HR (EBHR) helps HR practitioners make better-informed decisions in both these areas. Building on CRF's 2023 EBHR research, this session will explore what EBHR means in practice, presenting a range of practical tools, checklists and frameworks developed to help HR professionals become more evidence-based.



CHANGE

FEB 19-20 **FEB 20** **A Systems Thinking Approach to Organisational Change**
Home Counties, UK



Beth Gunderson, University of Southern California

Identifying how different parts of your organisation work together is a critical part of successful change projects. These relationships are often barriers to change and can cause transformation projects to break down. Systems thinking – a holistic way of looking at the relationship between different parts of the organisation – can help to overcome these barriers. This two-day immersive workshop will guide attendees through a systems thinking approach to change, giving them the tools to ensure their change initiatives are successful.



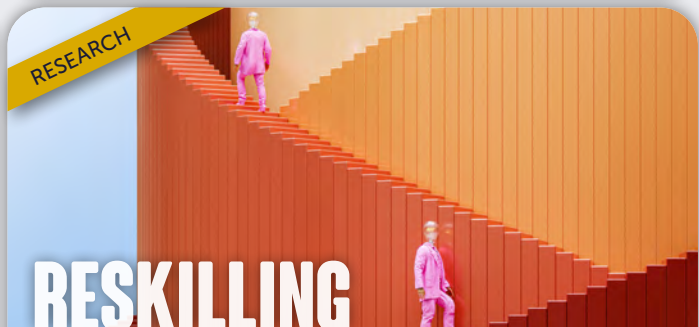
LEADERSHIP

FEB 27 **FEB 29** **Emerging Approaches to Leadership Development in the Gulf**
Riyadh, Saudi Arabia | Abu Dhabi, UAE



Rory Hendrikz, Hult EF; **Larry Mayers**, Emirates Group;
Mohammed Sangoora, NEOM and **John Whelan**, CRF

In a rapidly evolving business landscape where cultural sensitivity, growing local talent and alignment to the Gulf's vision for responsible business is paramount, this facilitated peer exchange will explore how organisations are adapting their approaches to develop impactful leaders for the future. During the meeting we'll discuss how HR leaders can foster an inclusive workplace, as well as highlighting the integration of digital technologies, experiential learning, and the development of soft skills as key components of progressive leadership.



RESKILLING

MAR 21 **MAR 22** **Reskilling for Sustainable Growth**
London, UK



Andy MacLean, Standard Chartered; **Amanda Nolan**, NilesNolan; **Gillian Pillans**, CRF and **Matt Sigelman**, The Burning Glass Institute

The shrinking workforce, AI-driven disruption and the need to apply a sustainability lens to every area of the organisation mean that the future workforce will look very different. Organisations need to develop reskilling strategies to identify and build future capabilities and ensure a sustainable workforce. Workforce planning, skill pathways and increasing the flow of talent around the organisation are all potential solutions to this challenge. This event will explore how HR can help organisations build future skills and harness technology to achieve this goal.



RESKILLING

MAY 16 **MAY 23**
**HR Leaders' Briefings:
Reskilling for
Sustainable Growth**



Amsterdam, The Netherlands
Stockholm, Sweden

These invitation-only briefings and dinners for senior HR leaders in Stockholm and Amsterdam will feature a presentation of the *Reskilling for Sustainable Growth* research project, as well as the opportunity to network and discuss the research and other current issues over dinner.



LEARNING

APR 29-30 **MAY 7**
Building Capability Through Learning Innovation



Lausanne, Switzerland

Anca Iordache, Microsoft; Brian Murphy, Microsoft; Gillian Pillans, CRF and Sarah Toms, IMD Business School

Science tells us that adults learn best when learning is timely, relevant and immediately applicable. AI is also radically changing the ways that we learn at work, from creating personalised career development plans to identifying the most effective ways that different individuals learn, and providing learning content and coaching in the moment. Over two days at IMD Business School, with a networking dinner on the first evening, we will explore what this means for the future of learning, as well as sharing practical examples in an environment conducive to learning, peer exchange and networking.



GULF CONFERENCE

MAY 9-10
Building Skills and Talent for the Future



Abu Dhabi, UAE
Bev Cunningham, Ricoh; Reed Sylvester, e&; John Whelan, CRF; Matthew Willsher, e& and Prof. Patrick Wright, University of South Carolina

Building future skills and talent in organisations in the Gulf region is a pressing challenge and opportunity. While there are numerous initiatives and efforts underway, organisations need to continually adapt their strategies to stay competitive in the evolving landscape of the Gulf region's business environment. The conference will address approaches from upskilling local talent to nurturing future leaders, the impact of AI and technology to embracing D&I and the need for a collaboration between Government, education and the private sector to create and sustain the talent pipeline required for the future.



LEADERSHIP

JUN 18 **JUN 26**
High Impact Leadership Development



London, UK

Prof. Barbara Kellerman, Harvard Kennedy School; Gillian Pillans, CRF and Nick Holley, CRF Learning

Impactful leadership development is still relatively rare; even though we understand a lot about how adults learn, we still struggle to practically apply this to how we develop future leaders. In this practical workshop, we will focus on how organisations can bring the theory to life to develop leaders ready to address future business challenges.



RESEARCH

RESEARCH

PERFORMANCE

NETWORK

SEP 19 **SEP 27** **Driving Organisational Performance: HR's Critical Role**
London, UK



Prof. Rob Briner, CRF / Queen Mary Uni. of London; Prof. Alex Edmans, London Business School; Sarah Morris, Bain Capital and John Whelan, CRF

Business performance must be delivered at several levels: organisational, business unit, team and individual. Yet, management and HR disproportionately fixate on the individual, investing much time and money in redesigning the appraisal process with minimal overall impact. Considering the organisation as a whole, this event will explore what HR should focus on to actually achieve tangible business performance results. Attendees will leave with a clear idea of what constitutes performance (good and bad) and the levers that HR can use to drive superior performance for the organisation.

NOV 4 **NOV 8** **HR Leaders' Briefings: Driving Organisational Performance**



Riyadh, Saudi Arabia
Dubai, UAE

These invitation-only briefings and dinners for senior HR leaders in Riyadh and Dubai will feature a presentation of the *Driving Organisational Performance* research project, as well as the opportunity to network and discuss the research and other current issues over dinner.



INTERNATIONAL CONFERENCE

OCT 7-9 **OCT 7** **Applications and Implications of Emerging Technology**
Valletta, Malta



The world is on the cusp of a major technological revolution, fuelled by the public release of advanced AI and other technologies. With supporters seeing a utopia at hand and critics foreshadowing the end of civilisation, it is difficult to know what it means for business right now. CRF's 2024 conference will address exactly that.

Focusing on the implications of technology for improving productivity, driving innovation, and developing people, sessions will put the lens on skills, leadership, and organisation design. We will also focus on change management, which is essential to ensure the potential of generative AI to transform the ways we work can be realised. The implications for people will be vast, and HR must take centre-stage.



PROF. TOMAS CHAMORRO-PREMUZIC
Columbia & University College London



RAHAH HARFOUSH
Digital Anthropologist



PROF. AMIT JOSHI
IMD Business School



NETWORK

NOV 14 NOV 21

HR Leaders' Briefings: Driving Organisational Performance



Stockholm, Sweden
Amsterdam, The Netherlands

These invitation-only briefings and dinners for senior HR leaders in Stockholm and Amsterdam will feature a presentation of the *Driving Organisational Performance* research project, as well as the opportunity to network and discuss the research and other current issues over dinner.



WELLBEING

NOV 21 NOV 28

Sustaining Employee Wellbeing

London, UK



Dr. Wolfgang Seidl, Mercer and Gillian Pillans, CRF

What have we learned about employee health and wellbeing strategies since the pandemic? What are companies getting right and where do we still need to improve? What type of organisation culture and environment do we need to promote and support employee wellbeing? This event will discuss key considerations and how to bring these insights to life.



NETWORK

DEC 5

HR Leaders' End of Year

London, UK



Richard Hargreaves, CRF

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.



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.

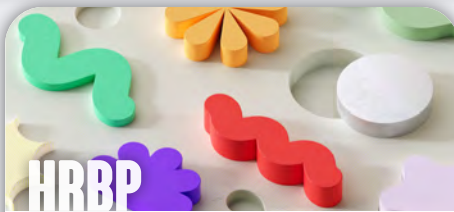
Each community meets regularly to address topical issues and stays connected via a WhatsApp group, regular updates, and networking opportunities. Members of the community can keep informed with access to our webpage of curated content to enhance their knowledge.

Visit the CRF website to find out more.

HR DIRECTORS (By Invitation)
TALENT, LEADERSHIP AND LEARNING

NEW* **HR BUSINESS PARTNERING**
DIVERSITY, INCLUSIVITY AND WELLBEING





HRBP

MAR 11-12 Business Catalyst: Reimagining HR Business Partnering

£1,650 CRF members,
£3,300 Non-members

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



TALENT

APR 22-24 & MAY 17 Integrated Talent Management

NOV 6-8 & FEB 25 10 **£1,650** CRF members,
£3,300 Non-members

Design, build or operate more effective talent approaches and understand how to ask the powerful questions that unlock business value.



HRD

MAY 8-9 & JUN 24 Becoming an Effective HRD

£3,250 CRF members,
£6,500 Non-members

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



REWARD

MAY 14-15 PARC Strategic Reward Skills Masterclass

£2,750 CRF members,
£5,500 Non-members

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



GHRD

SEP 16-17 & NOV 4-5 Aspiring Group HRD

Plus networking dinners.
£9,500 CRF members,
£19,000 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.



HRBP

OCT 14-15 Business Catalyst: Reimagining HR Business Partnering

£2,250 CRF members,
£4,500 Non-members

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



EMPLOYEE RELATIONS

NOV 4-5 Creating a 'Win-Win' Employee Relations Strategy

£2,250 CRF members,
£4,500 Non-members

Prepares and equips HR professionals with the skills needed to navigate the increasing demands and tensions within the ER space.



GULF HRBP

NOV 5-7 HR Business Partnering Accelerator

25,000 AED CRF members,
30,000 AED Non-members

Supports the development of emerging HR professionals by offering the skills and career boost needed to fast-track into senior HR roles.



ANALYTICS

DEC 9-10 & JAN 20 Impact Through People Analytics

£1,650 CRF members,
£3,300 Non-members

Helps HR professionals effectively leverage data in HR and understand how analytics can provide insights that demonstrate business impact.



BUSINESS PARTNERING CAPABILITIES

Effective Business Partnering

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

Developing Commercial Acumen

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

Consulting Skills Part 1

Develop a consulting approach through problem diagnosis.

Consulting Skills Part 2

Shift from diagnosis to action, evaluating and sustaining the impact.

TECHNICAL HR CAPABILITIES

Workforce Analytics and Storytelling

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

Project Management

Build a foundation of good project management to deliver solutions that have business impact.

A Strategic Approach to Reward

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

Organisation Design for Agility

Establish a solid grounding in the principles of organisation design and their application to real-life business situations.

Artificial Intelligence: Implications and Applications

Unlock the revolutionary potential of AI that is transforming the way we live and work.

Evidence-Based HR

Apply a framework for better decision-making.

CHANGE AND TRANSFORMATION CAPABILITIES

Building a High-Performance Culture

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

Developing the OD Practitioner

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

Change Management: The Essentials

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

Organisation Analysis and Diagnosis

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

Innovation and Creativity

Increase HR's credibility and impact by playing a key role in creating innovation.

Advanced Practices in Change Management

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

TALENT CAPABILITIES

Impactful Employee Experience

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

Integrated Talent Management: The Essentials

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

Succession Management

Apply a succession management process to identify and develop the talent for critical roles.

Building Effective Teams

Learn how to build and sustain effective teams that drive business performance.

Coaching

Devise an evidence-based approach to enhance the business impact of coaching.

Strategic Workforce Planning

Learn how to support business strategy implementation successfully through people.

FOR INDIVIDUALS

Courses completed at your own pace, in your own space

COURSES:

£299 CRF members

£349 Non-members per participant, per course

SHORT COURSES:

£125 CRF members

£149 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

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

crf 2024

PROGRAMME

PROGRAMME PARTNERS

aps

Bird & Bird

bts
Strategy made personal

IMD

Mercer

rhr

RICOH
imagine. change.

EVENT PARTNERS

ab Achieve
Breakthrough™
Ambition. Unleashed.

Beamery

cloud assess®

headspring
executive development

HULT / EF
CORPORATE EDUCATION

LHH

Mindy.
by mindthruven

MindTools®
FOR BUSINESS

The Oxford Group
A City & Guilds Business

Talent
Solutions
ManpowerGroup™

KNOWLEDGE PARTNER

Harvard
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sd
STRATEGIC DIMENSIONS