

CORPORATE RESEARCH FORUM

## PROGRAMME





## 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](mailto:richard@crforum.co.uk)

**Gillian Pillans,**  
Research Director

[gillian@crforum.co.uk](mailto: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](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)





   
**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

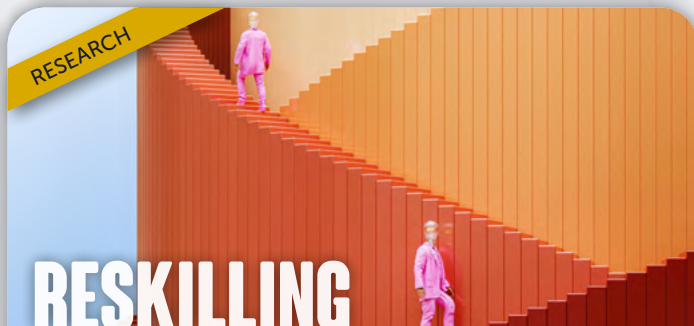
## Emerging Approaches to Leadership Development in the Gulf

Riyadh, Saudi Arabia | Abu Dhabi, UAE



Rory Hendrikz, Hult EF; Belisa Marochi, Hult International  
Larry Mayers, Emirates Group 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



Bev Cunningham, Ricoh; Andy MacLean, Standard  
Chartered; Amanda Nolan, NilesNolen; 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  
w

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

Nicolas Ceasar, NatWest Group; 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

Ali Abdulla, Petrofac; Mohammed Al Jasser, Ex. Ministry of HR & Social Development, Mohammed Almarzooqi, Mubadala, 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.



JUN  
18 JUN  
26



## High Impact Leadership Development

London, UK

Prof. Barbara Kellerman, Harvard Kennedy School; Gillian Pillans, CRF and Fredrik Schuller, BTS

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.





# PERFORMANCE

SEP  
19 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.



# NETWORK

NOV  
5 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 8

## Applications and Implications of Emerging Technology

St. Julian's, 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.



Conference Chair  
**GINA JARDINE**  
Ex CHRO, CRH and NED



**JASON AVERBOOK**  
Mercer



**RAHAF HARFOUSH**  
Digital Anthropologist



**FURAT ASHRAF**  
Bird & Bird



**PROF. TOMAS  
CHAMORRO-PREMUZIC**  
Columbia & University  
College London



**PROF. AMIT JOSHI**  
IMD Business School



## NOV 21

### HR Leaders' Briefings: Driving Organisational Performance



Amsterdam, The Netherlands

This invitation-only briefing with dinner for senior HR leaders in 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.



## 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.



## NOV 27

### HR Leaders' Briefings: Sustaining Employee Wellbeing



Stockholm, Sweden

This invitation-only briefing with dinner for senior HR leaders in Stockholm will feature a presentation of the *Sustaining Employee Wellbeing* research project, as well as the opportunity to network and discuss the research and other current issues over dinner.



## DEC 3

### 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.

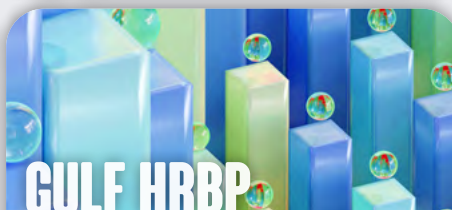


### EMPLOYEE RELATIONS

**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.

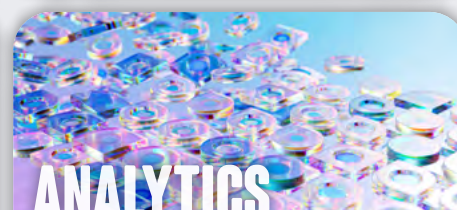


### GULF HRBP

**NOV 6-7 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	<b>Effective Business Partnering</b> Take a more strategic approach as an HRBP and have a direct impact on organisational performance.	<b>Consulting Skills Part 1</b> Develop a consulting approach through problem diagnosis.	
	<b>Developing Commercial Acumen</b> Understand how organisations create value and HR's role in delivering success.	<b>Consulting Skills Part 2</b> Shift from diagnosis to action, evaluating and sustaining the impact.	
TECHNICAL HR CAPABILITIES	<b>Workforce Analytics and Storytelling</b> Develop confidence in business-focused analytics to drive performance and become influential.	<b>A Strategic Approach to Reward</b> Gain experience in applying a practical model to develop reward strategy at any level of an organisation.	<b>Organisation Design for Agility</b> Establish a solid grounding in the principles of organisation design and their application to real-life business situations.
	<b>Project Management</b> Build a foundation of good project management to deliver solutions that have business impact.	<b>Artificial Intelligence: Implications and Applications</b> Unlock the revolutionary potential of AI that is transforming the way we live and work.	<b>Evidence-Based HR</b> Apply a framework for better decision-making.
CHANGE AND TRANSFORMATION CAPABILITIES	<b>Building a High-Performance Culture</b> Learn how to create a culture that builds and develops performance, whilst mastering processes.	<b>Change Management: The Essentials</b> Learn how to manage change effectively and avoid the problems that hamper most change efforts.	<b>Organisation Analysis and Diagnosis</b> Review and evaluate organisational strategy and develop the required capabilities to effectively deliver.
	<b>Developing the OD Practitioner</b> Become a more effective OD professional by developing personal and commercial skills.	<b>Innovation and Creativity</b> Increase HR's credibility and impact by playing a key role in creating innovation.	<b>Advanced Practices in Change Management</b> Understand the critical underpinnings of OD that affect success and reputation.
TALENT CAPABILITIES	<b>Impactful Employee Experience</b> Deliver a holistic approach to employee experience to attract, retain and develop talent.	<b>Succession Management</b> Apply a succession management process to identify and develop the talent for critical roles.	<b>Coaching</b> Devise an evidence-based approach to enhance the business impact of coaching.
	<b>Integrated Talent Management: The Essentials</b> Modernise talent management strategies and design effective approaches in line with the latest trends.	<b>Building Effective Teams</b> Learn how to build and sustain effective teams that drive business performance.	<b>Strategic Workforce Planning</b> 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](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)

# 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

g guider

headspring  
executive development

HULT / EF  
CORPORATE EDUCATION

LHH

Mindy.  
by mindthrive

MindTools®  
FOR BUSINESS

The Oxford Group  
A City & Guilds Business

Talent  
Solutions  
ManpowerGroup

### KNOWLEDGE PARTNER

Harvard  
Business  
Publishing

### ASSOCIATES

crf learning

parc

sd  
STRATEGIC DIMENSIONS