

crf

CORPORATE RESEARCH FORUM



20  
24

**PROGRAMME**

GULF REGION



## Welcome to CRF's 2024 research and events programme for the Gulf Region.

We can expect 2024 to bring continued economic, political and social turbulence around the world with a focus on economic diversification, digitisation and, post COP 28, increasing environmental awareness in the Gulf Region.

In this context it will be essential for HR to drive a business-focused agenda by enhancing the capability of the organisation and the people who work there to flourish in this changing environment.

Our 2024 programme in the Gulf 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 in the region. Our research explores strategic HR topics by highlighting the good practice undertaken by leading organisations in the Gulf region coupled with the latest academic thinking and practical recommendations.

Three themes underpin this 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**

Alongside our programme of regionally focused research and in-person events, CRF continues to deliver value to our members through:

- 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)

**John Whelan,**  
Director  
[john@crforum.co.uk](mailto:john@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 [rosanna@crforum.co.uk](mailto:rosanna@crforum.co.uk)



# crf 2024

PROGRAMME GULF REGION

VIEW CRF 2024  
GULF REGION  
RESEARCH  
AND EVENTS  
PROGRAMME



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



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



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



**HRD Peer Exchange Networking**



**HRD Peer Exchange Networking**



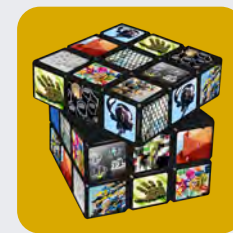
**Driving Organisational Performance: HR's Critical Role**



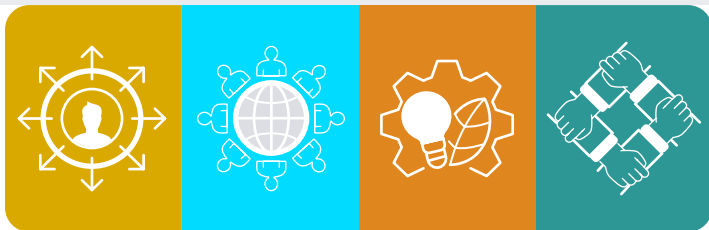
**LEARNING PROGRAMME HR Business Partnering Accelerator**



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



**PLUS CRF ONLINE EVENTS**  
A full programme of webinars available globally



**PLUS CRF DIGITAL COMMUNITIES**

Meet online throughout the year to address topical issues

- HR DIRECTORS** (By Invitation)
- NEW\* HR BUSINESS PARTNERING**
- TALENT, LEADERSHIP & LEARNING**
- DIVERSITY, INCLUSIVITY & WELLBEING**



RESEARCH



*The research that CRF produces navigates the fine line between academia and practitioner very well. I find this combination means their research is robust, but importantly, practically applicable to the way we manage talent in the organisation. I've reverted back to CRF research many times and often it will influence a future course of direction to help us better align our talent practices to organisation needs.*

**REED SYLVESTER**  
SVP Talent Management, e&

# LEADERSHIP

FEB  
27



FEB  
29



## HR LEADERS' BRIEFINGS:

### 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

These events will explore the emerging approaches to leadership development, tailored to the unique demands of the Gulf region, providing a comprehensive overview of the innovative strategies that are reshaping leadership development in major organisations across the Gulf.

In a rapidly evolving business landscape where cultural sensitivity, growing local talent and alignment to the Gulf's vision for responsible business is paramount, these events will explore how organisations are adapting their approaches to develop impactful leaders for the future. During the meetings 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.

Underpinned by CRF research, both events will showcase good practice from leading organisations enabling participants to stay at the forefront of the thinking and application in the region.

RESEARCH

# SKILLS & TALENT

MAY  
**9-10**

**GULF CONFERENCE:**

**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.*

Over the course of two-days, and underpinned by CRF's research *Reskilling for Sustainable Growth*, the conference will explore this multifaceted challenge through the lens of:

- How to develop emerging local talent
- The digital skills required for the future
- How technology can be utilised to leverage existing talent
- Creating an inclusive culture
- The collaboration required between Government, education and the private sector to create and sustain the talent pipeline for the future

Blending insights from a range of perspectives, the conference will ensure learning, knowledge sharing and practical application supported by networking opportunities where approaches can be discussed.

RESEARCH

# PERFORMANCE

NOV  
4



NOV  
8



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

Riyadh, Saudi Arabia | Dubai, UAE

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.

Leveraging the insights from a global research study, attendees will leave these briefings 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 in the region.

Considering the organisation as a whole, these invitation-only briefings and dinners for senior HR leaders in the region will explore what HR should focus on to actually achieve tangible business performance results. As well as the opportunity to network and discuss the research and other current issues.



## KEARNEY

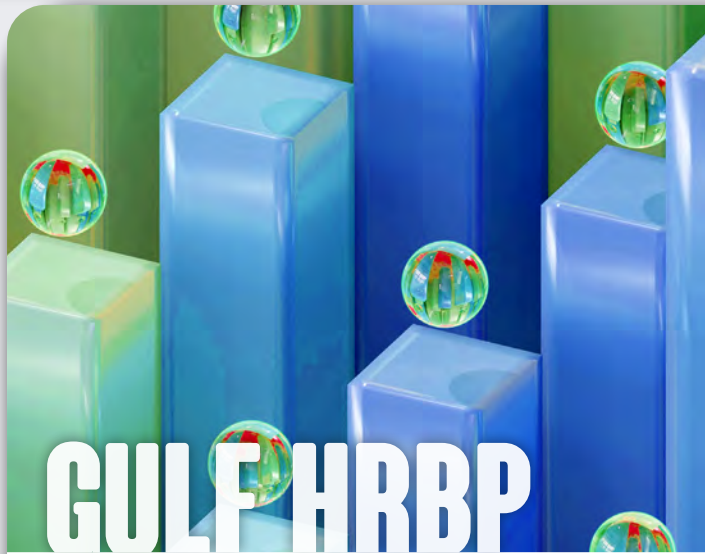
*Over the last years, we have seen an increased number HR events, conferences and workshops in the UAE, however very few come close to what CRF actually offers. I have been impressed by the professional level of the content that gets shared as well as the regional HR and Talent professionals they attract and bring into the conversation.*

*My experience has been a consistently high level of engagement with like-minded professionals and experts in the region. The beauty is that the conversations continue beyond the events through the community that CRF has managed to create which has brought us professionals closer together, acting as sounding boards and advisors to each other.*

*The element I appreciate most, is that for the first time, their white papers, and research is inclusive of the Regional perspective and practices, helping us extrapolate best practices that are relevant to the nuances and maturity of the Region.*

**GABRIELLA PLANOJEVIC**  
MEA Talent Director, Kearney





## GULF HRBP

**NOV**    **OPEN LEARNING PROGRAMME:**  
**5-7**    **HR Business Partnering Accelerator**



Abu Dhabi, UAE

CRF Members are eligible for preferential pricing. Visit the website via the QR code below for more details.

Across the GCC, nations are striving to accelerate the development of nationals in order to support their economic and social development. HR is both an enabler of these objectives and is part of the process. The function must play its part in delivering the national strategies and must accelerate the development of its own local talent to enhance the capability for the future.

CRF's HR Business Partnering Accelerator Programme supports the development of emerging HR professionals by offering the skills and career boost they need to fast-track into senior HR roles.

Based on CRF's extensive research in HR and people management, led by seasoned HR professionals with international and local experience, the 2.5-day programme will build key skills through:

- Understanding of the purpose and contribution HR makes in the context of the Gulf region
- Knowledge of the key business and commercial principles underpinning all HR work
- Building capability in the critical HR deliverables of Talent, Performance and Change Management
- Enhancing important delivery skills including stakeholder engagement, influence and project leadership
- Creating an effective People Plan for the organisation
- Developing personal impact and effectiveness.



جامعة الملك عبدالله  
 للعلوم والتقنية  
 King Abdullah University of  
 Science and Technology



*What was evident throughout our learning process was your passion for HR and the drive to help us be the best we can be. Your 'challenge' always felt like it was coming from this place, so was consistently well received, as well as your support and readiness to share research relevant to what we're seeking to achieve. Overall, a very good process which has enabled the function here to step out of its comfort zone and begin to build confidence and clarity in the way that we operate.*

**L&D Manager, KAUST**





### 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.

#### Innovation and Creativity

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

#### Organisation Analysis and Diagnosis

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

#### 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](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)