



# FT Executive Briefings

## Shaping Future Business

### Geopolitics, Talent and Organisational Resilience

# OPERATING IN A COMPLEX ENVIRONMENT

We are operating in an era of unprecedented volatility. The external environment isn't just changing; it is being rewritten.

In this environment, the gap between a "competent" HR function and a "high-performing" one is the difference between organisational stagnation and competitive advantage.



# BUILDING CAPABILITY ACROSS THE HR FUNCTION

crf

1

## Critical Capabilities



Strategic



Agile



Change Agent



Commercially Astute



Data Oriented



Digitally Enabled

2

## CRF Approach



**Business First:** focussing on practices that drive organisational performance



**Research and Evidence-based Insight:** making people decisions grounded in data, rigorous analysis, and credible external evidence.



**External Thinking:** looking beyond your own organisation and industry to understand wider trends, markets, and practices



**Actionable Frameworks:** bridging between insight and execution with applicable tools, models and frameworks

3

## CRF Delivers Value Through



# ANNUAL CONFERENCE: TURNING UNCERTAINTY INTO ADVANTAGE

crf

*5th - 7th October 2026; Malta*

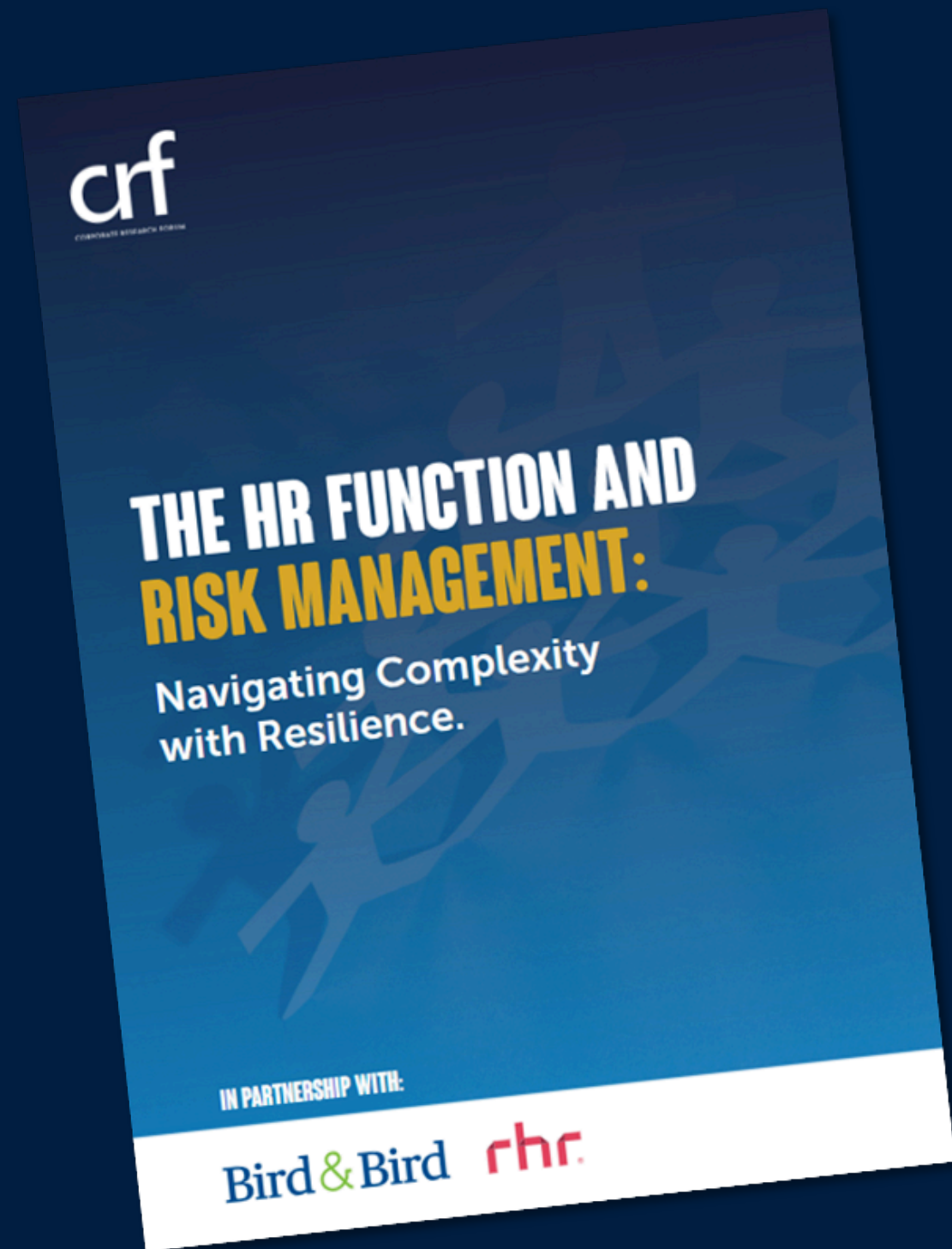
**3 days; 250+ Senior HR Leaders**

Levels of uncertainty in the business environment remain high, driving decision paralysis, reactive strategy shifts and burnout across leaders and teams. Turning Uncertainty into Advantage will equip senior leaders with the foresight, strategic understanding, frameworks and leadership capabilities needed to design organisations that grow stronger in the face of uncertainty.



# RESEARCH SPOTLIGHT

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[Access the report here](#)



## **NEXT EVENT: WEBINAR**

*European Works Council Reform in Action: The New Directive*

Wednesday 20th May, 12.00 – 13.00 BST

## **OCTOBER EVENT**

*Going Viral: Social Media, AI and the new ER playbook*

Wednesday 21st October, 09.00-14.30, London



**EVENTS, RESEARCH, PEER  
NETWORKING, LEARNING**

# UPCOMING DEVELOPMENT PROGRAMMES FOR HR LEADERSHIP



## *Becoming an Effective HRD*

11th - 12th May; 29th June  
London

Supporting HR leaders to make the shift from strong functional expertise to broader, business-centric leadership, building the confidence, judgement and commercial perspective needed to operate effectively at HRD level. Through applied learning, participants strengthen their ability to create organisational value, influence senior stakeholders and increase their impact.

## *Aspiring Group HRD*

September 2026 - January 2027  
London

Developing high-potential senior HR leaders to step up into enterprise-level roles, moving beyond functional expertise to strategic, business-led leadership. Through a personalised curriculum, expert input, mentoring and a strong peer network, participants build the board-level perspective, confidence and capability needed to succeed at Group HRD level.

# OUR SPEAKERS



**ALEC RUSSELL**

FOREIGN EDITOR FT



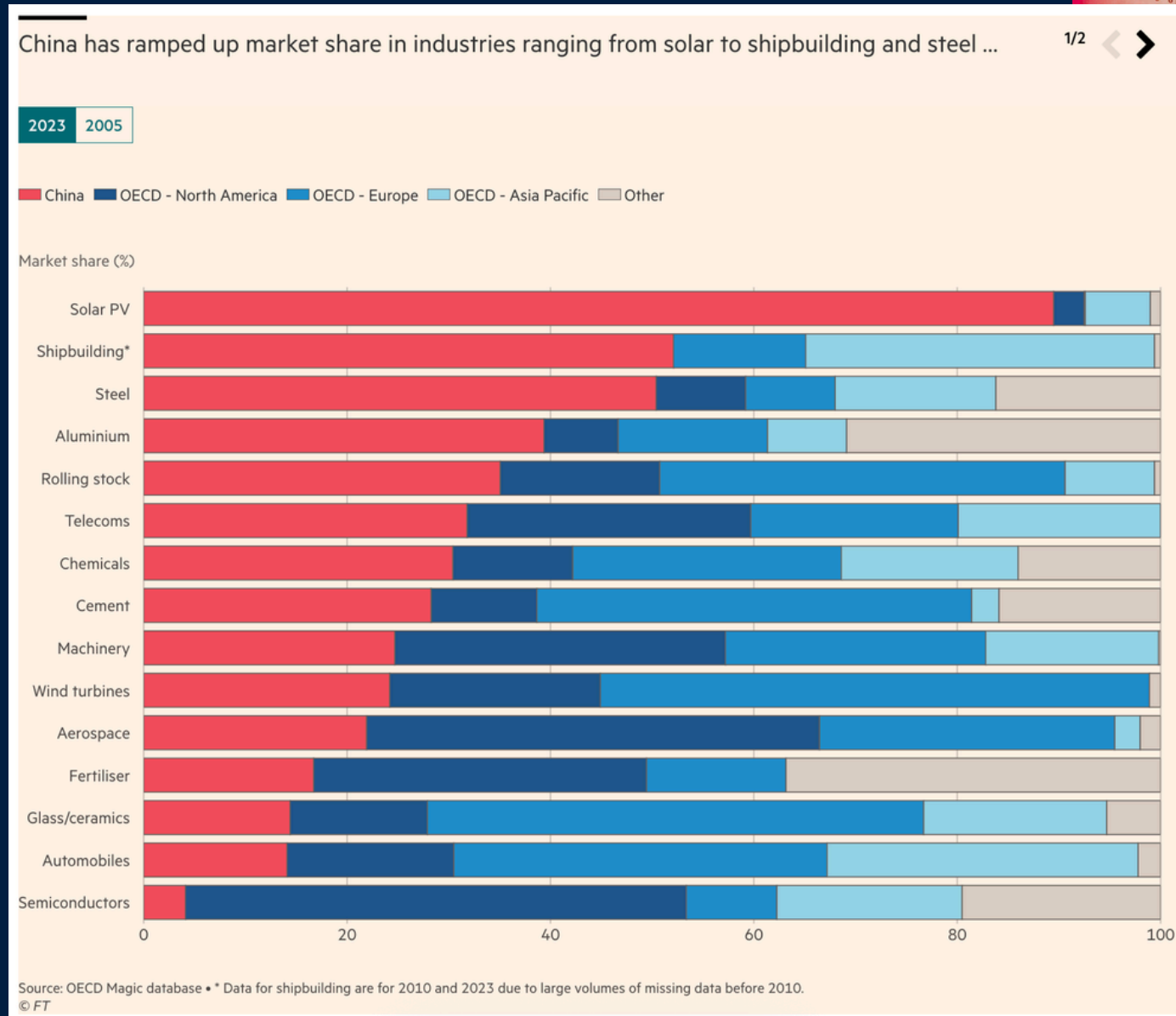
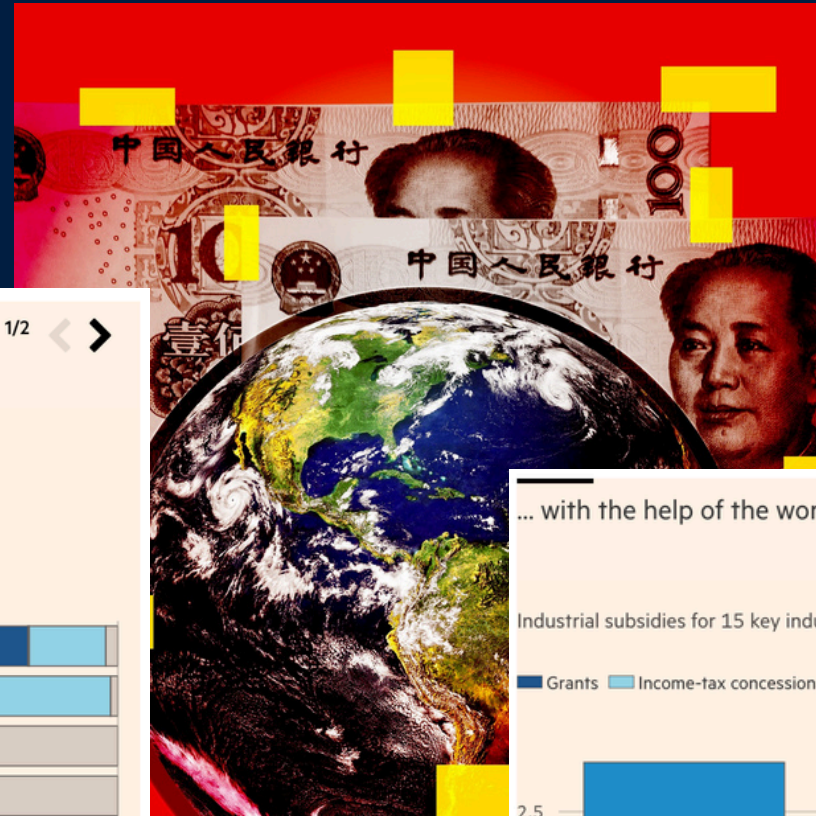
**BJÖRN BEAM**

EX-CIA, HEAD OF GEOPOLITICAL AND  
TECH RESEARCH, HEADSPRING FACULTY

# THE NEW WORLD (DIS)ORDER



# THE CHINA SHOCK 2.0

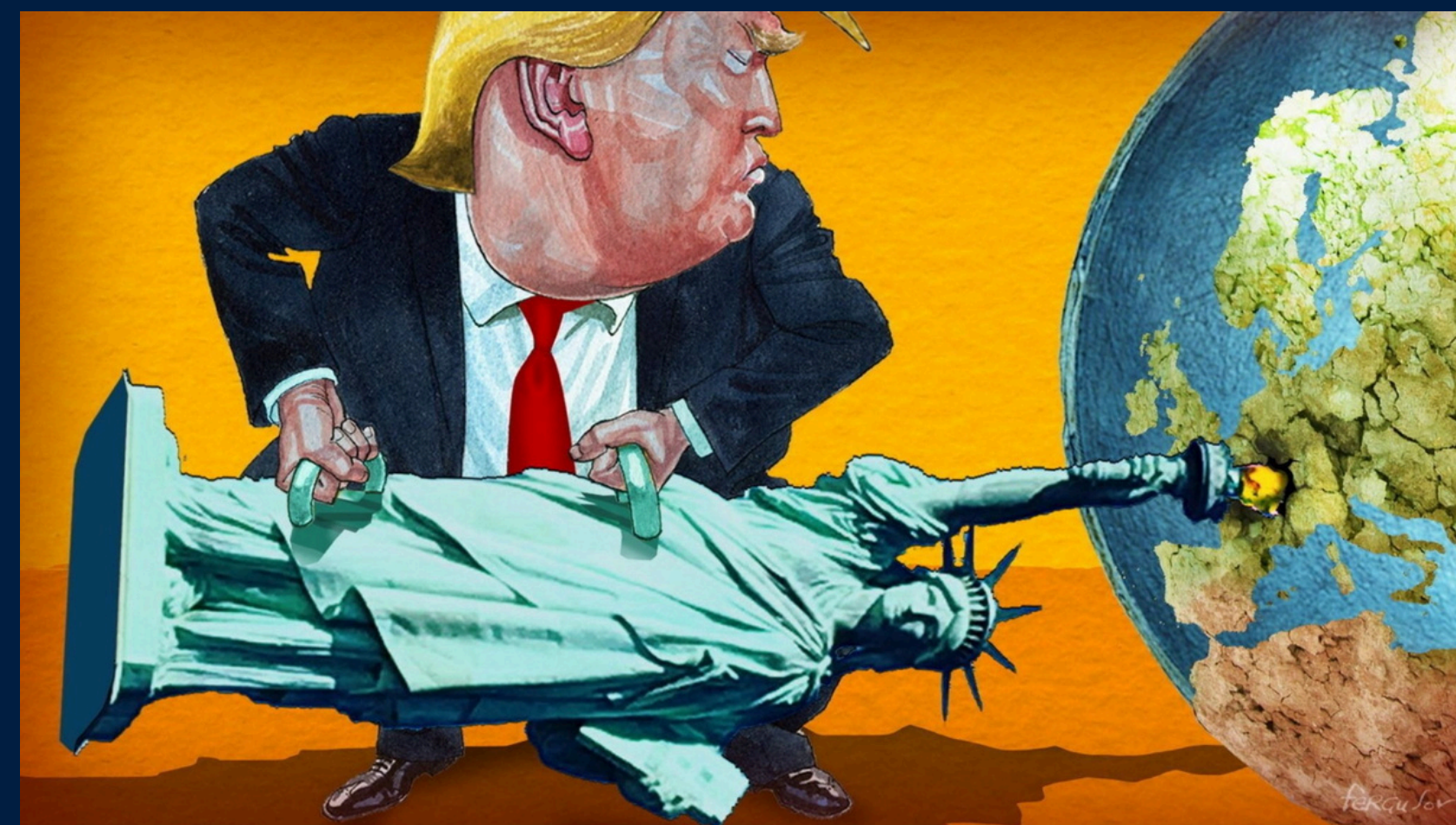


# THE DAWN OF THE À LA CARTE WORLD - AND THE AGE OF THE MIDDLE POWERS

# PEAK POPULISM?



# POST-TRUMP AMERICA



# OUR SPEAKERS



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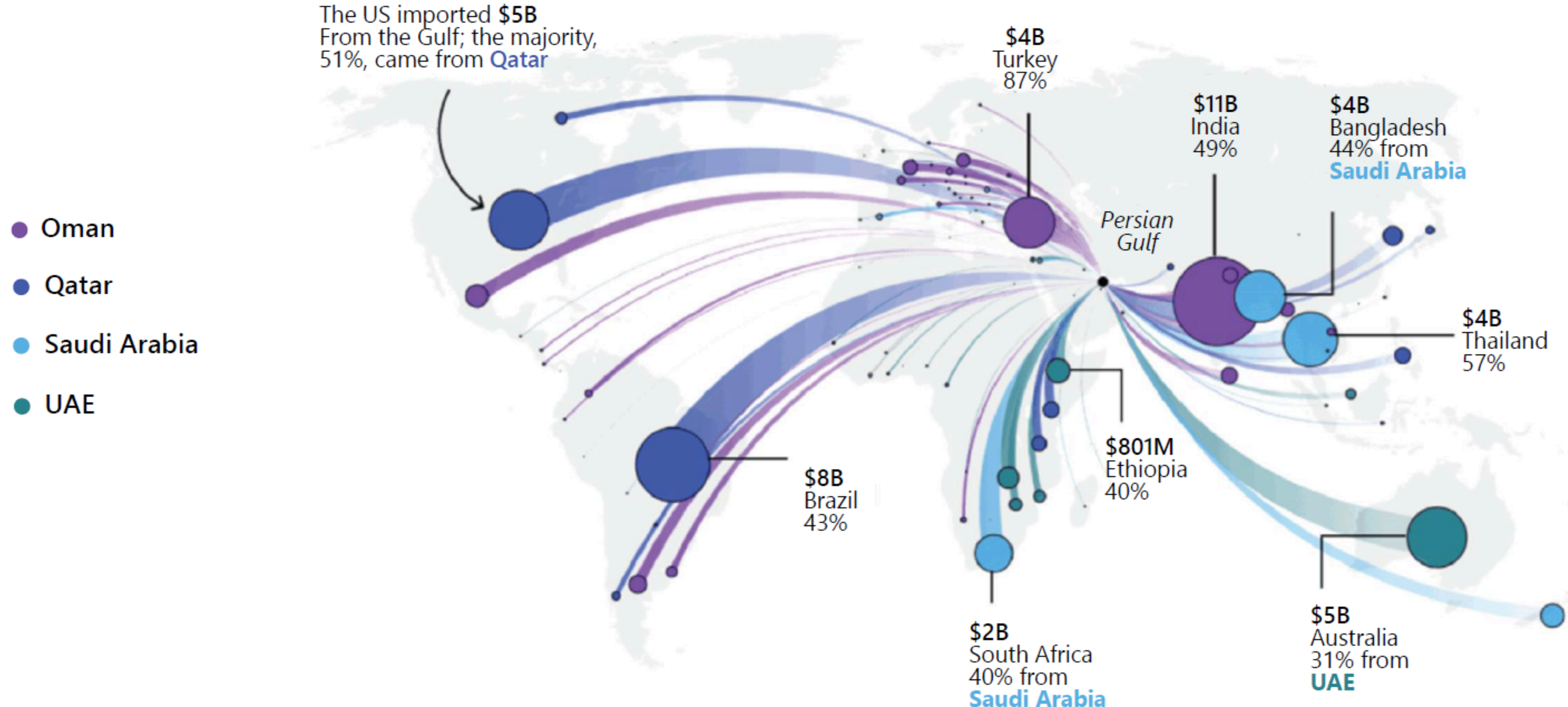


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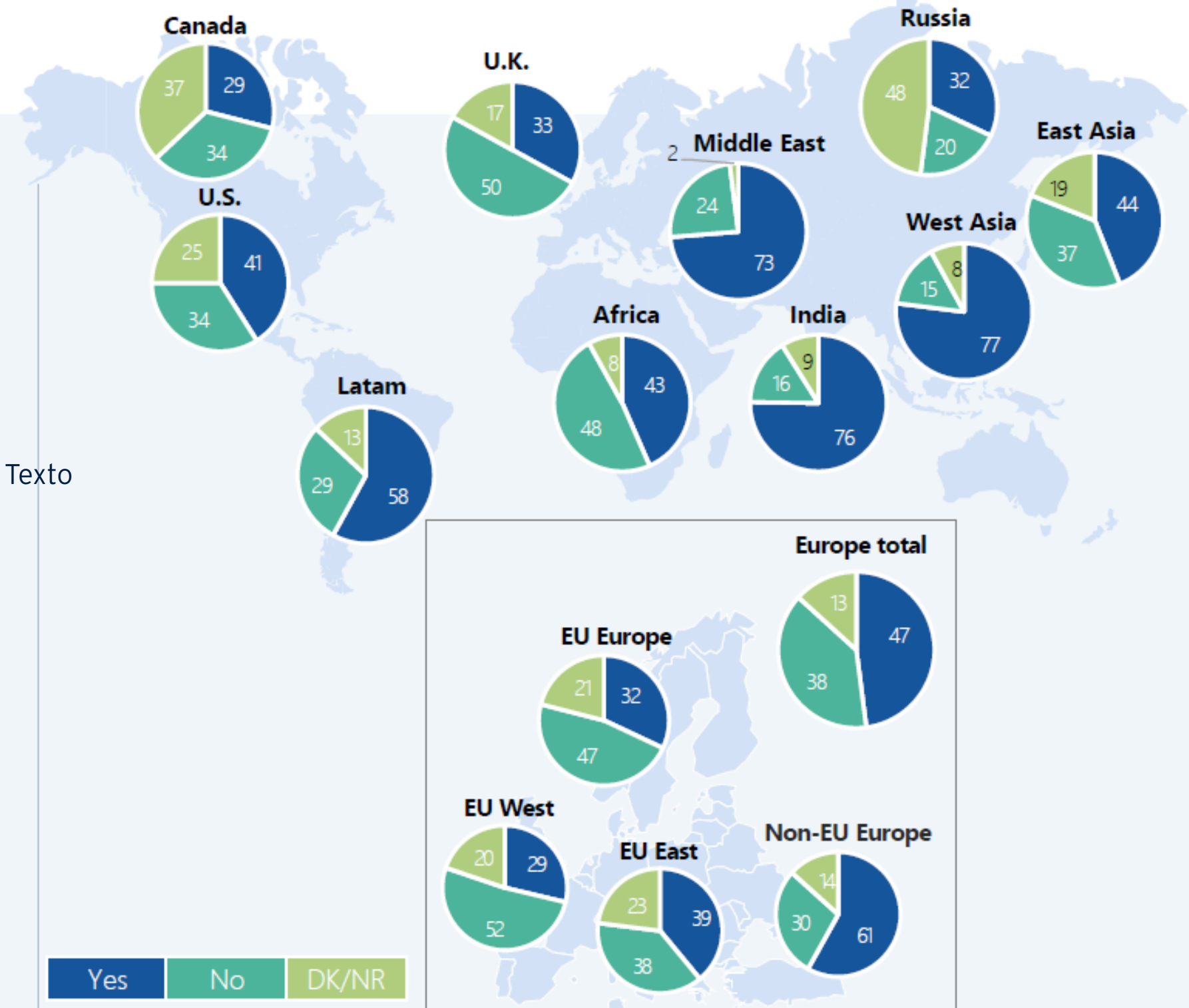
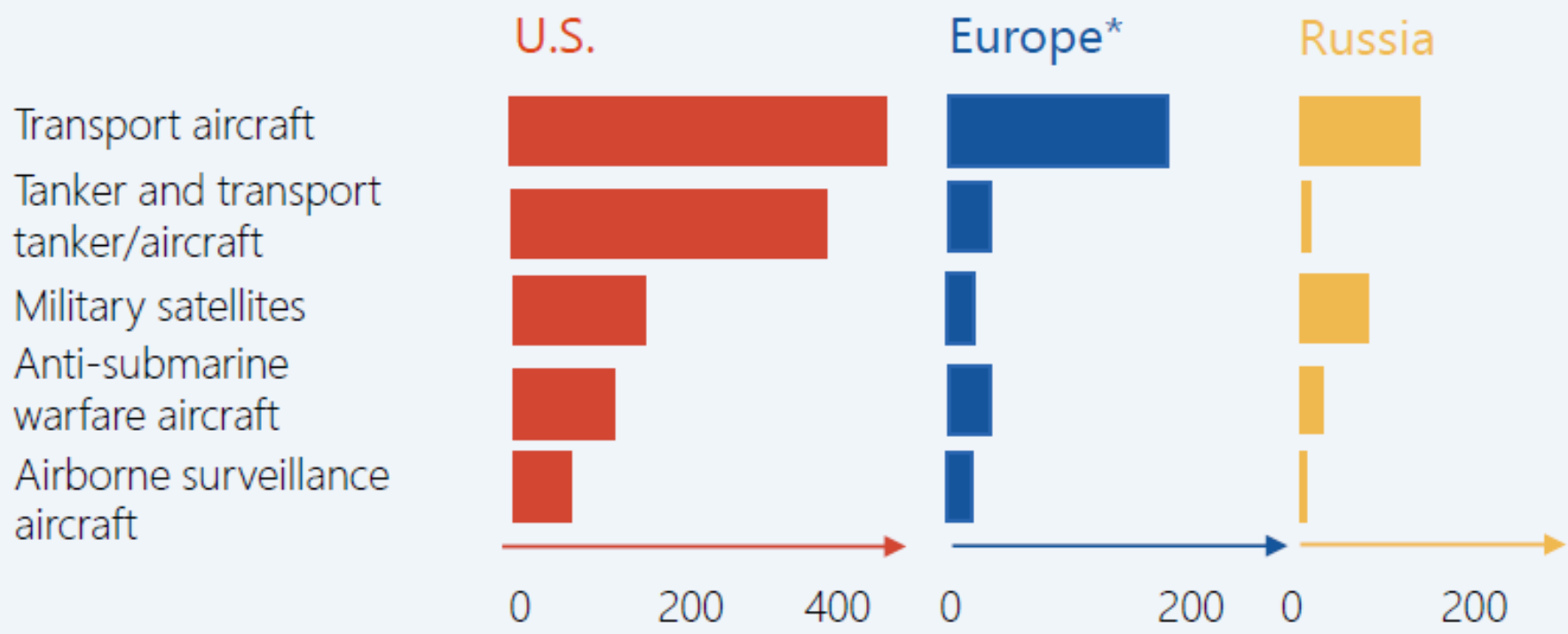
# CRITICAL FERTILIZER SUPPLY AND ABOUT 30% OF GLOBAL HELIUM FOR CHIPS FACE DISRUPTION

Imports from Oman, Qatar, Saudi Arabia, UAE, Bahrain and Iran between 2020-2025



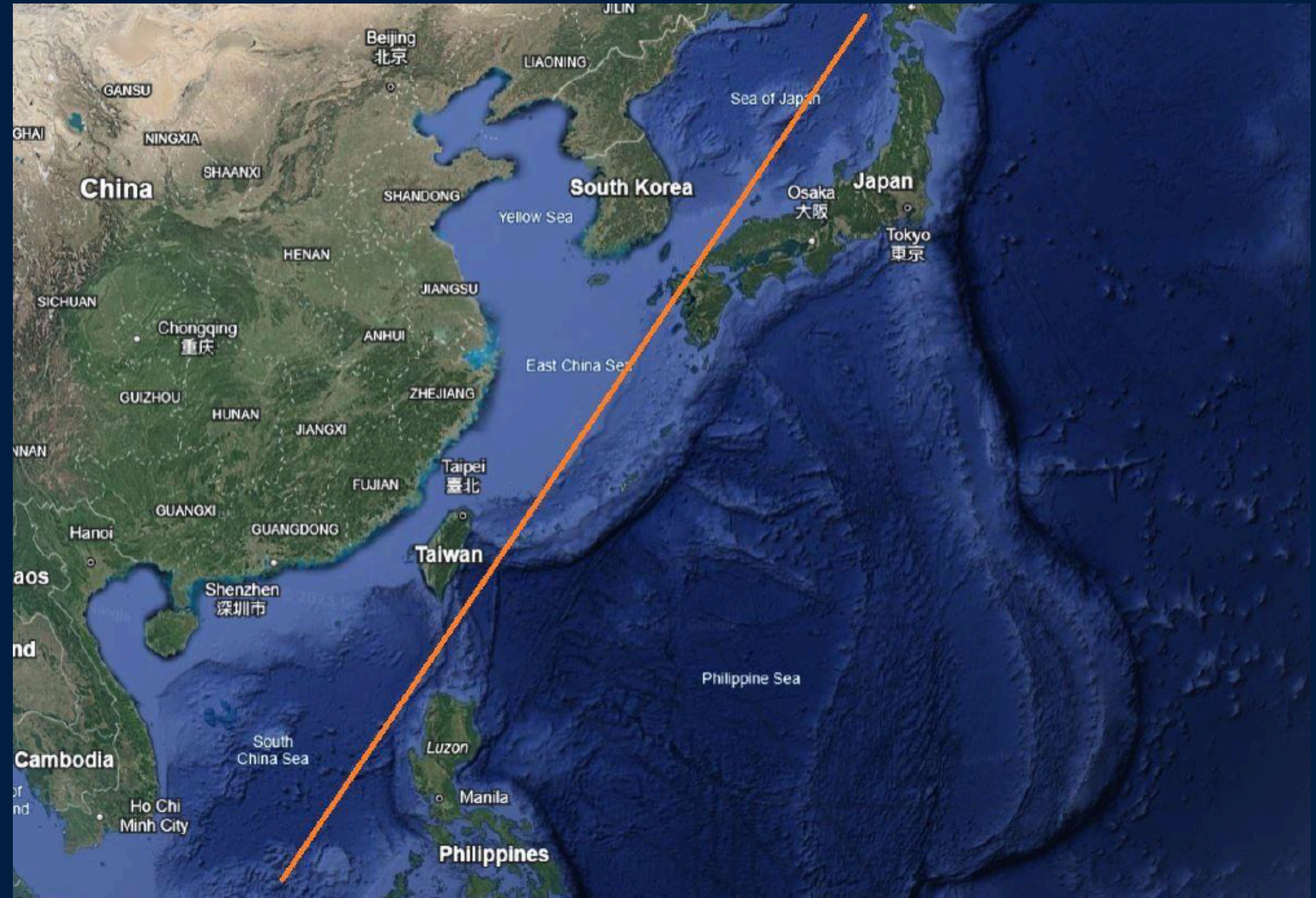
# EUROPE'S HARDWARE AND "SOFTWARE" SECURITY NEEDS

Number of military defence assets by category



(\*) Europe refers to EU and European member states and European NATO allies.  
 (\*\*) Defence index starts trading.  
 Source: Military Balance 2024, IISS, ECCFR, Bloomberg, Macrobond, Gallup International, Arcano Research

# BREAKING THE FIRST ISLAND CHAIN



# Q&A



# CLARITY OVER UNCERTAINTY

For over 130 years, the Financial Times has delivered deep analysis on the forces shaping global business. IE Business School has redefined business education through relentless innovation, consistently ranking among the world's best.

Together, they power HeadSpring – a strategic learning partner born from this alliance.

At HeadSpring, we combine FT's fearless journalism with IE's excellence in business education to equip leaders with clarity to grow and transform businesses.



**NICK WINWOOD**

Vice President, Corporate Partnerships

HeadSpring